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Bureau of Land Management Direct Customer Survey Results Mining

Respondent Profiles
Customer Satisfaction Ratings
Improvement Opportunities

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KEY MESSAGES

CUSTOMER SURVEYS:

- Customer Surveys are now an integral part of how the BLM assesses how well the agency is meeting the expectations of the American people. This is a long-term agenda: we'll be at it just as long as we have customers.
- Customer Surveys reflect how people (our customers) perceive the agency. We will honor these perceptions and take action, either to improve our products and services or to respond to the perception.
- Survey results will initially be addressed by those units whose customers were surveyed. Policy issues, service-wide barriers, and common themes identified by these frontline units will be addressed by Assistant and State Directors.
- Where national surveys are conducted, field units are accountable to the appropriate Assistant or State Director for:
  - An Action Plan that responds to the survey results. Actions must add value for the customer.**
  - A description of how these actions will be communicated to customers.

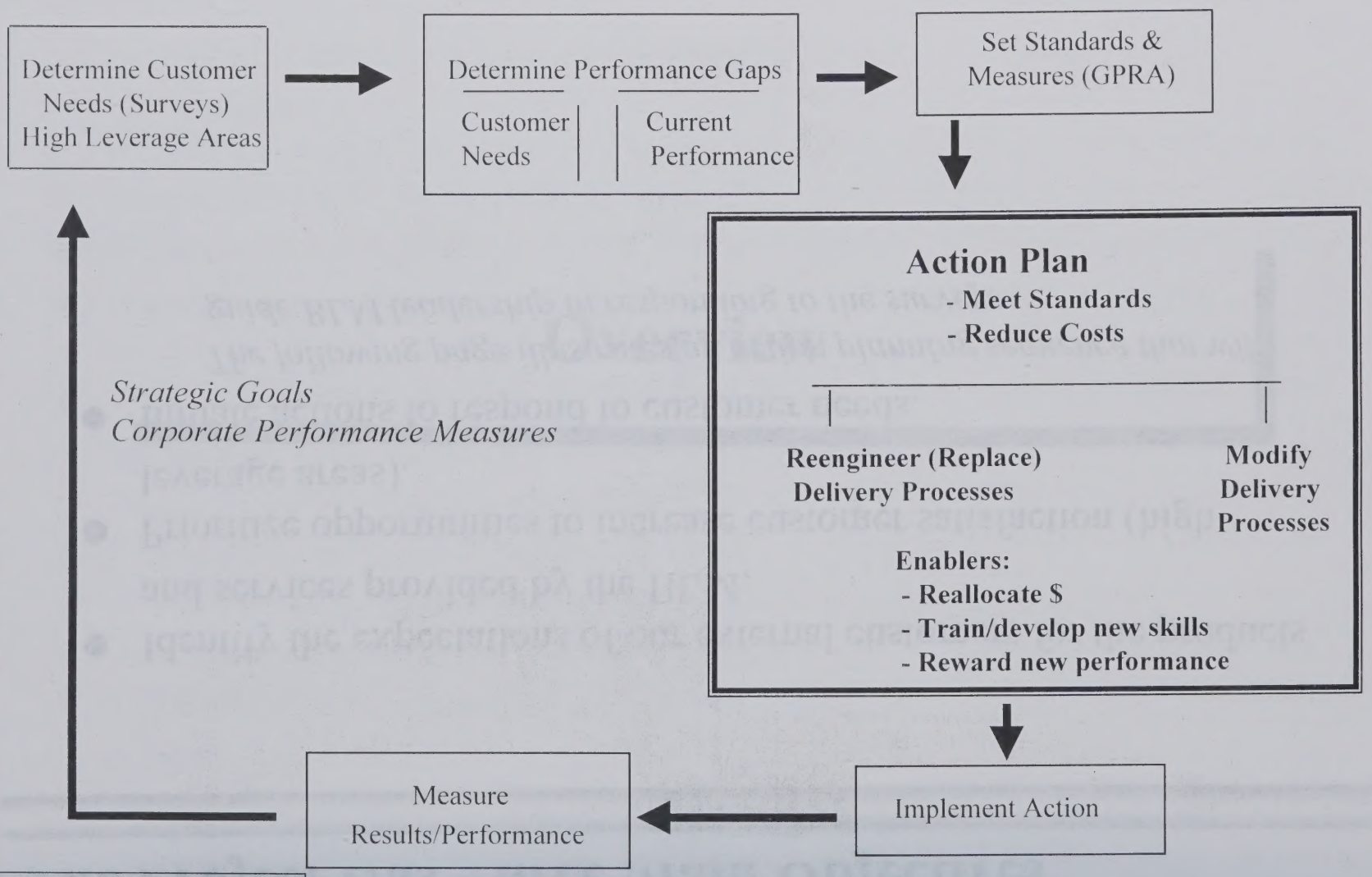
** The National Customer Service Team will provide oversight by reviewing the progress of all Action Plans six months after implementation and reporting to the appropriate Assistant or State Director.

Overview

The Project Has Three Main Objectives

- Identify the expectations of our external customers for the products and services provided by the BLM.
- Prioritize opportunities to increase customer satisfaction (high-leverage areas).
- Initiate actions to respond to customer needs.
  - *The following page illustrates an action planning sequence that will guide BLM leadership in responding to the surveys.*

Responding to Customer Survey Results

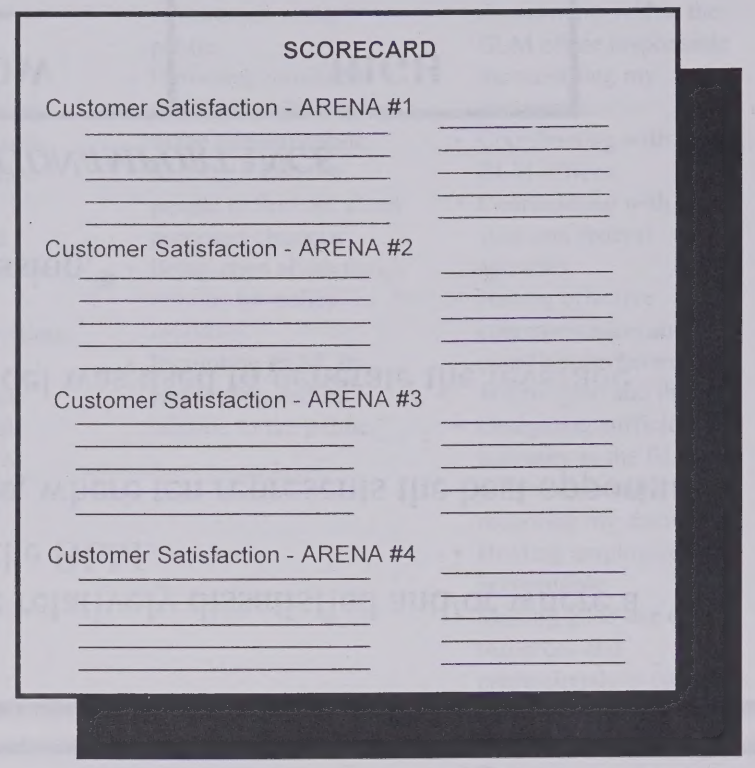


Net Impression®: The Customer Scorecard

Net Impression® is a market research technique for understanding customer expectations and prioritizing improvement opportunities. Qualitative research, usually in the form of focus groups or personal interviews, is used to identify the items that comprise the customer scorecard. A survey is constructed from the scorecard by creating a question for each Customer Value Criterion (CVC), a general question for each service arena, and an overall question about service. Next the quantitative survey is administered by either mail or personal contact. The survey responses are analyzed using the Net Impression® model software to identify leverage areas. High-leverage items are ones where changes will lead to the greatest increase in overall customer satisfaction.

Customer Service Arenas
describe service in terms of what the customer expects.

Customer Value Criteria (CVC)
define performance within an arena.


SCORECARD
Customer Satisfaction - ARENA #1
Customer Satisfaction - ARENA #2
Customer Satisfaction - ARENA #3
Customer Satisfaction - ARENA #4

Net Impression® Leverage Analysis Is Used to Prioritize Improvement Opportunities

- A high-leverage area is one where customers are relatively dissatisfied and/or where a change will probably improve satisfaction with the BLM.
- Leverage scores are indexed on a one to ten scale, where ten represents the best opportunity for improving customer satisfaction.
- Pacific Consulting Group's Net Impression® model was used to generate the leverage scores.
- Appendix D contains a description of Net Impression.®

CONTRIBUTION/IMPORTANCE

SATISFACTION	**LOW**	**HIGH**
LOW	MEDIUM LEVERAGE	HIGH LEVERAGE
HIGH	LOW LEVERAGE	MEDIUM LEVERAGE

Mining Claim Recordation Scorecard

Overall Satisfaction with BLM (1 Question)

Recordation of Mining Claims (8 Questions)

- Making up-to-date information accessible.
- Letting me know what to expect during the filing and recording process.
- Letting me know when I can expect a response.
- Charging fair rates and fees.
- Processing my documents in a timely manner.
- Maintaining good communications during the filing and recording process.
- Giving consideration to special situations.
- Providing assistance when needed to complete paperwork.

Service Delivery (8 Questions)

- Showing enthusiasm and having a friendly, cooperative attitude.
- Understanding the agency's policies and regulations.
- Employing a sufficient number of staff for the work load.
- Delivering consistent service.
- Maintaining a good relationship with claimants.
- Being flexible and creative in meeting claimants' needs.
- Being available when I call.
- Responding promptly to my information requests.

Rules, Regulations, and Policies (6 Questions)

- Having reasonable, logical rules and regulations.
- Having fair enforcement policies.
- Keeping public lands open for users when appropriate.
- Ensuring fair and consistent policies for all users.
- Interpreting regulations consistently.
- Providing adequate protest and appeal policies to resolve issues and disputes.

Communicating with the Public (5 Questions)

- Volunteering information to the public.
- Providing consistent and timely information to the general public.
- Making it easy for people to find out about proposed changes.
- Being open about the reasons for policy revisions.
- Promoting BLM, its employees, and its mission to the public.

Internal Management Practices (8 Questions)

- Communicating among departments within the BLM office responsible for recording my documents.
- Coordinating with other BLM offices.
- Coordinating with other state and federal agencies.
- Having effective communication and coordination between Washington and the field.
- Delegating sufficient authority to the BLM office responsible for recording my documents.
- Holding employees accountable.
- Making good use of resources and professionals in counties and in other federal agencies.
- Being progressive to meet current needs.

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A Questionnaire Was Developed for Mining Customers

- Three focus groups were conducted in 1995 to help construct a Use Authorization customer scorecard. These focus groups were held in Reno, NV, Coeur d'Alene, ID, and Santa Fe, NM. Participants were asked to discuss what they expected of BLM and how BLM could improve service.
- From this scorecard, survey questionnaires were developed for five separate customer segments, including Mining Claim Recordation, and were administered by mail in 1995. These questionnaires contained customer satisfaction rating questions on items that focus group customers had identified as being important in providing good service. Customers rated questions on a seven point scale, where one represented "Needs Major Improvement" and seven represented "Excellent." Demographic questions were included to profile major respondent groups.
- In 1998, the 1995 Mining mail questionnaire was revised by eliminating the open-ended comment questions for each arena and by changing the label of the lowest scale point to "Very Poor." One overall open-ended comment question asking respondents to recommend a single change that would improve the mining claim recordation process remained on the questionnaire.
- The 1998 mail questionnaire was reviewed and items were finalized by key BLM employees. The 1998 BLM Mining questionnaire is shown in Appendix A.

Survey Sampling and Administration

Sampling

- To balance comprehensiveness and efficiency, cluster sampling schemes were employed for the mining customer segments in 1995. For easy comparison, the 1998 sampling scheme matched that used for the 1995 mail survey and included four states: Arizona, California, Nevada, and Utah.
- Sample sizes of 300 were initially intended to produce 100 completed surveys from each participating State Office. Actual sample sizes were lower due to duplicates in the databases and bad addresses. Approximately 15% of the names included in the sample had bad addresses.
- Customers were chosen based on whether their claims were active and current. Active cases were described as ones whose recordation applications were received and established. Current cases were those handled between January 1, 1996, and September 30, 1997.

Administration

- Customers were sent an advance letter, a survey package, and a reminder postcard.
- Those who did not respond to the survey were sent a second mailing. The survey administration schedule is shown in the table below.

Item	Date
Advance Letter	July 12, 1999
Survey with Cover Letter	July 16, 1999
Reminder Letter	July 23, 1999
Secondary Survey Mailing	August 13, 1999

Survey Response Rate by State

- 329 customers responded to the questionnaire, giving a response rate of 38%.
- The maximum sampling error for a sample of this size is ± 5% at the 90% confidence level.

State Office	Orginal Sample Size	Actual Sample Size*	Completed Questionnaires	Response Rate	Maximum Sampling Error (90% Confidence Level)**
Arizona	136	121	59	48.8%	± 10.7%
California	319	277	108	39.0%	± 7.9%
Nevada	334	283	105	37.1%	± 8.1%
Utah	232	183	53	29.0%	± 11.3%
Total***	1,021	864	329	38.1%	± 4.6%

*After bad addresses were removed.

**A maximum sampling error of ± 5% is commonly used when representing statistical accuracy in survey research.

***Four cases could not be identified by state.

Favorable Satisfaction Ratings and Overall Mean Ratings for Mining Customers

State Office	Favorable Satisfaction Rating		Mean Overall Satisfaction Rating (1 to 7 Scale)	
	1995	1999	1995	1999
Arizona	59.6%	60.3%	4.68	4.78
California	51.5%	56.3%	4.56	4.81
Nevada	34.4%	43.0%	3.77	4.18
Utah	60.6%	50.0%	4.91	4.42
Nation	48.8%	52.6%	4.40	4.56

Respondent Profiles

329 Mining Claim Customers Returned Questionnaires

State	Customers	Percent
Arizona	59	18.2%
California	108	33.2%
Nevada	105	32.3%
Utah	53	16.3%
Total	325**	100.0%

Mining Claims/Mineral Actions Recorded	Customers	Percent*
One	70	23.3%
Two to Four	90	30.0%
Five to Ten	55	18.3%
Over Ten	85	28.3%
Total	300	100.0%

Number of People Involved with Mining Claim	Customers	Percent
One	50	16.6%
Two to Four	155	51.5%
Five to Ten	66	21.9%
Eleven to Fifty	16	5.3%
Over Fifty	14	4.7%
Total	301	100.0%

*Percents do not add to 100 due to rounding.
**Four cases could not be identified by state.

BLM Offices Encountered by Timber Customers

	District/Resource Area/Center	Number of Customers
Arizona	Arizona Unspecified	40
	Gila Resource Area	1
	Phoenix District	4
	Yuma District	1
California	Bakersfield District	1
	Barstow Resource Area	1
	California Unspecified	71
	Ridgecrest Resource Area	2
	Ukiah District	1
Nevada	Battle Mountain District	4
	Elko District	2
	Ely District	1
	Las Vegas District	2
	Nevada Unspecified	62
	Tonopah Resource Area	1
Utah	Salt Lake District	2
	Utah Unspecified	35

Customer Satisfaction

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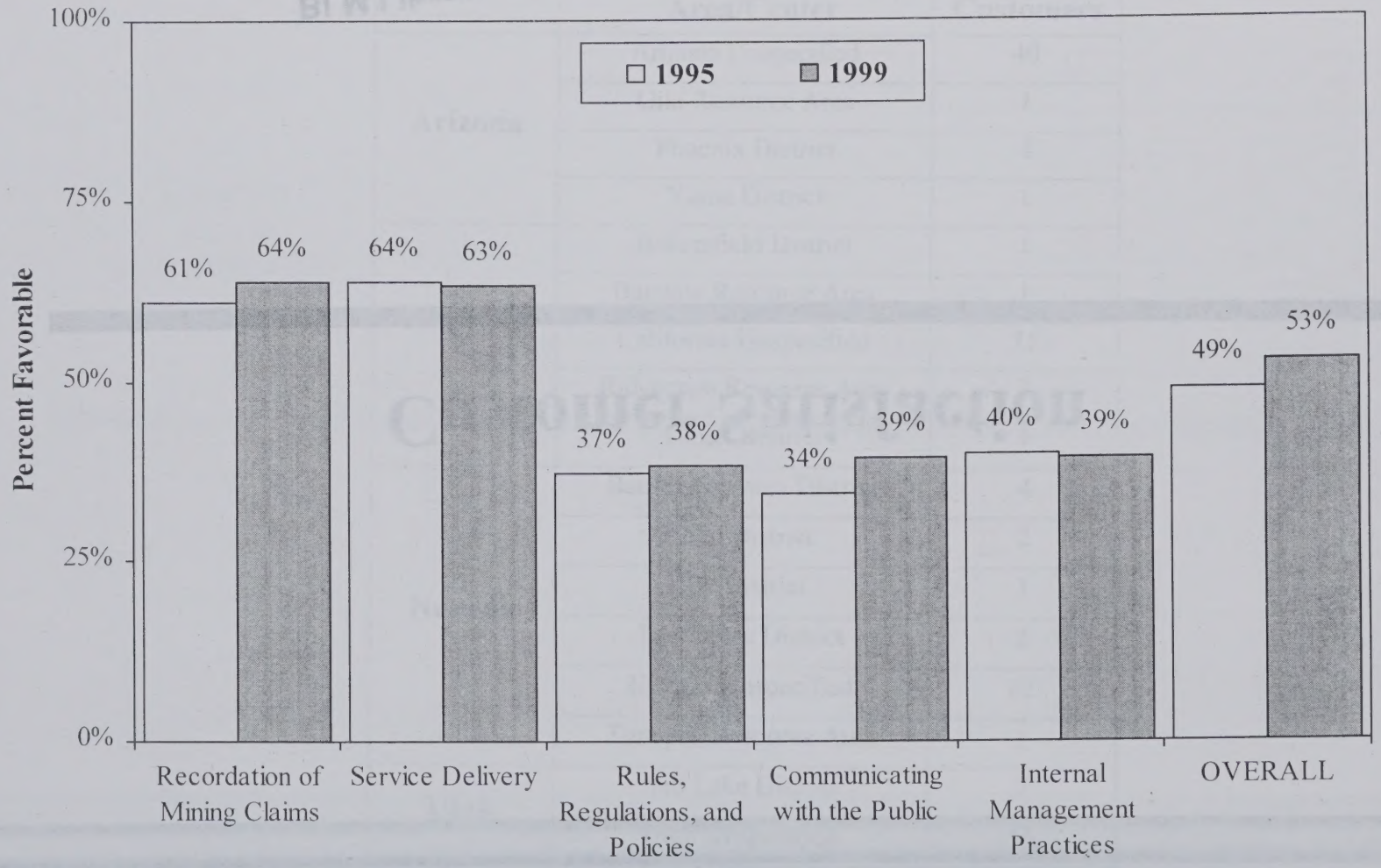
Arena and Overall BLM Performance Satisfaction Ratings



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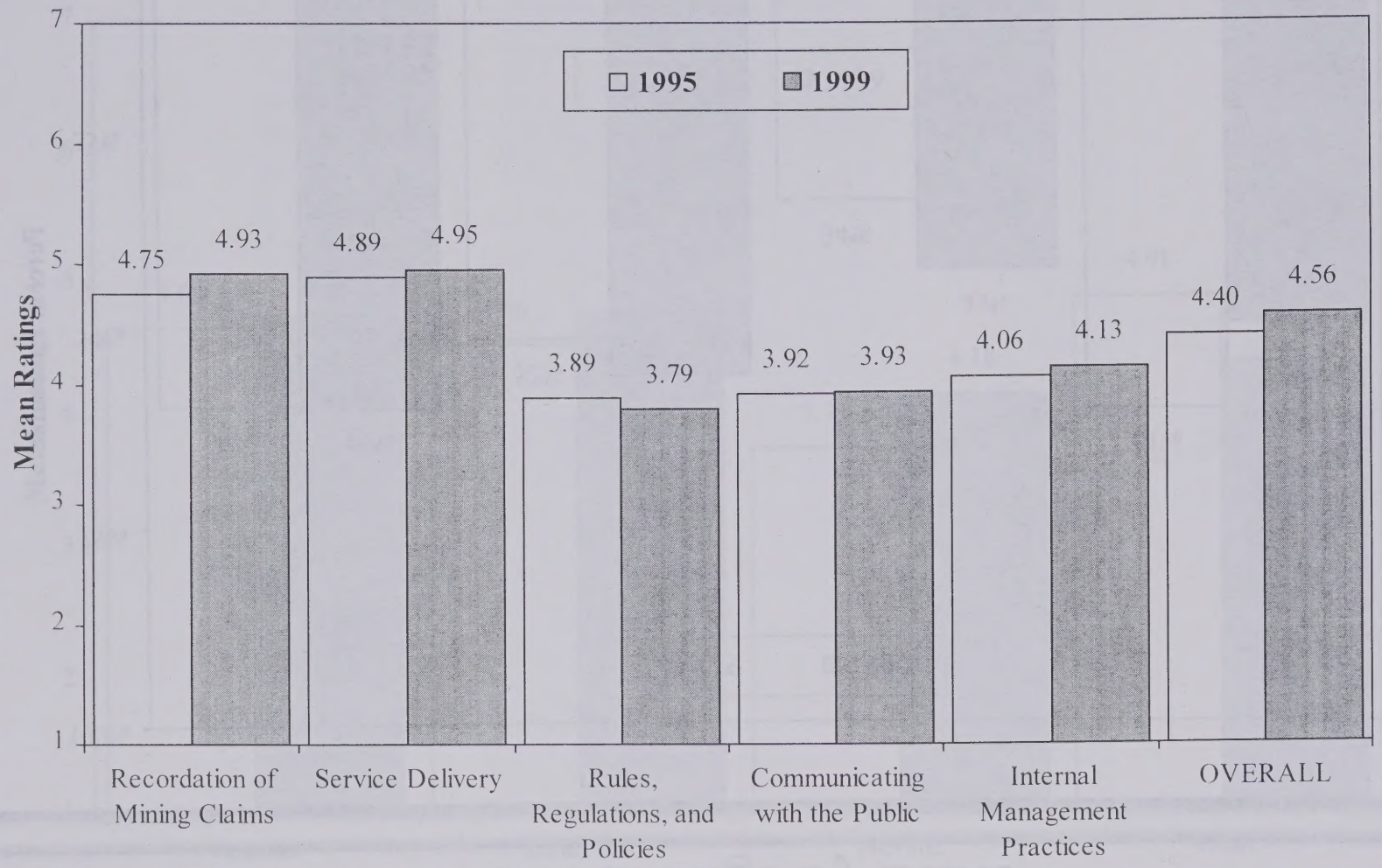
Arena and Overall BLM Performance Mean Ratings



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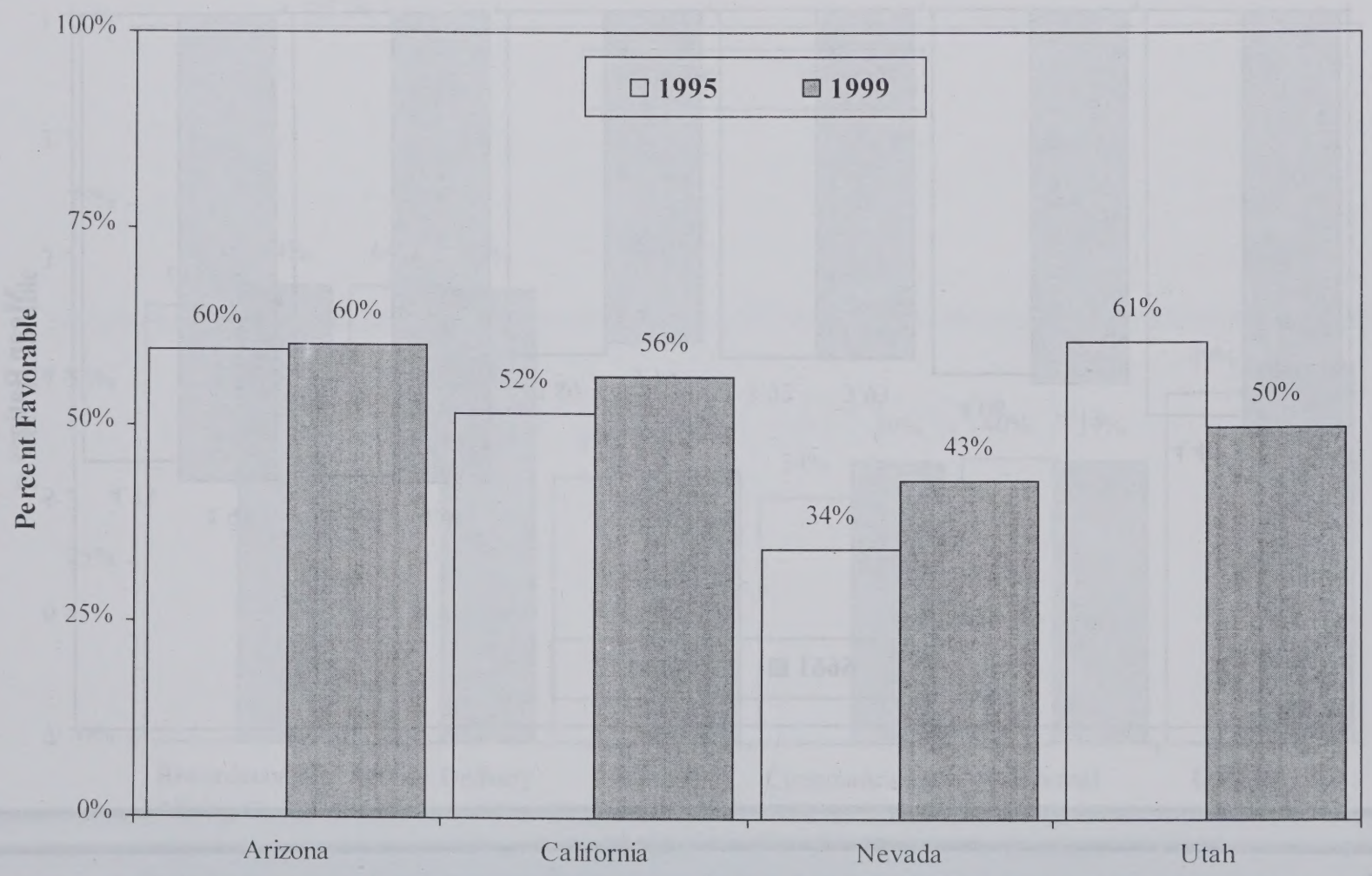
Overall Satisfaction Ratings by State



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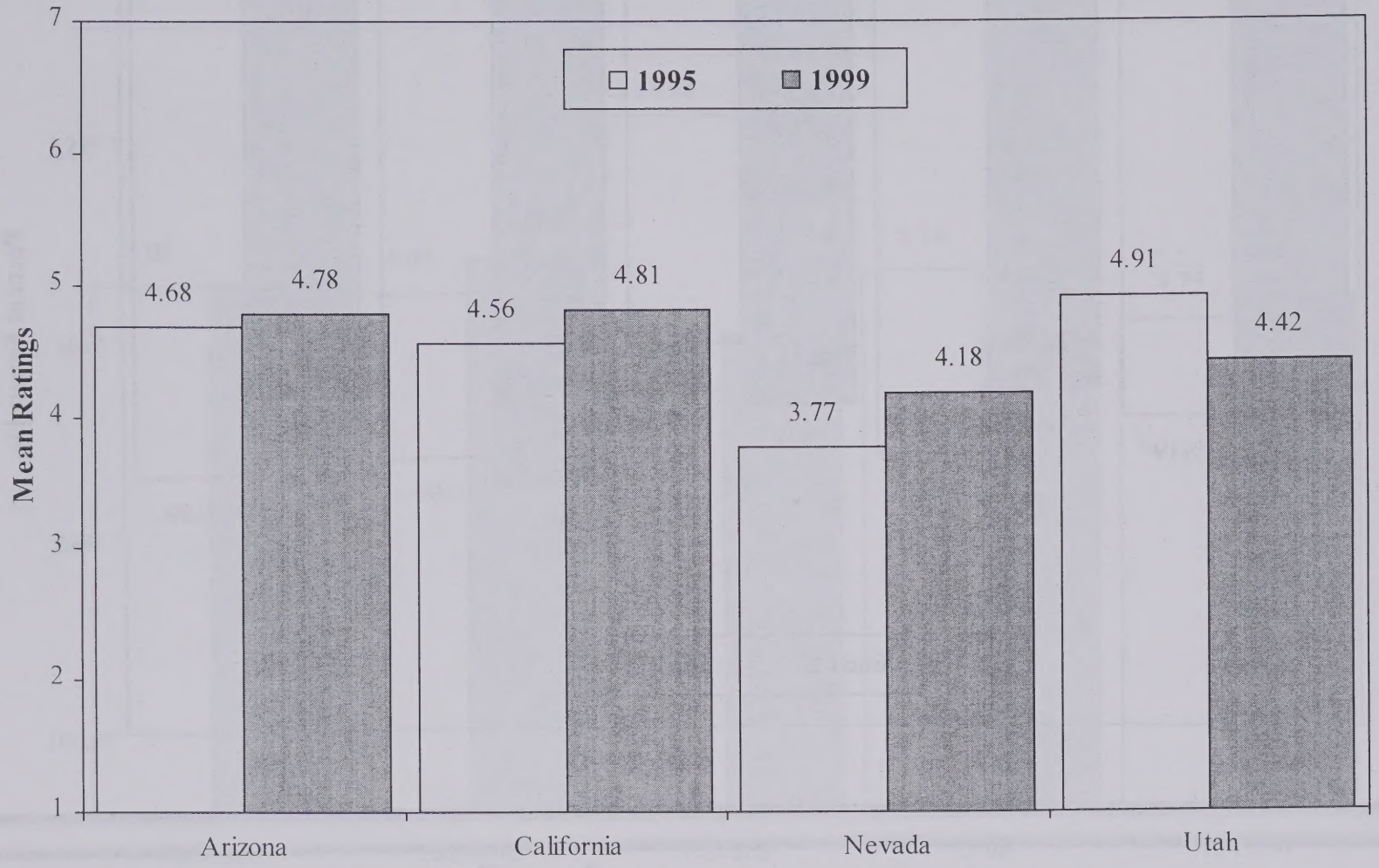
Overall Mean Ratings by State



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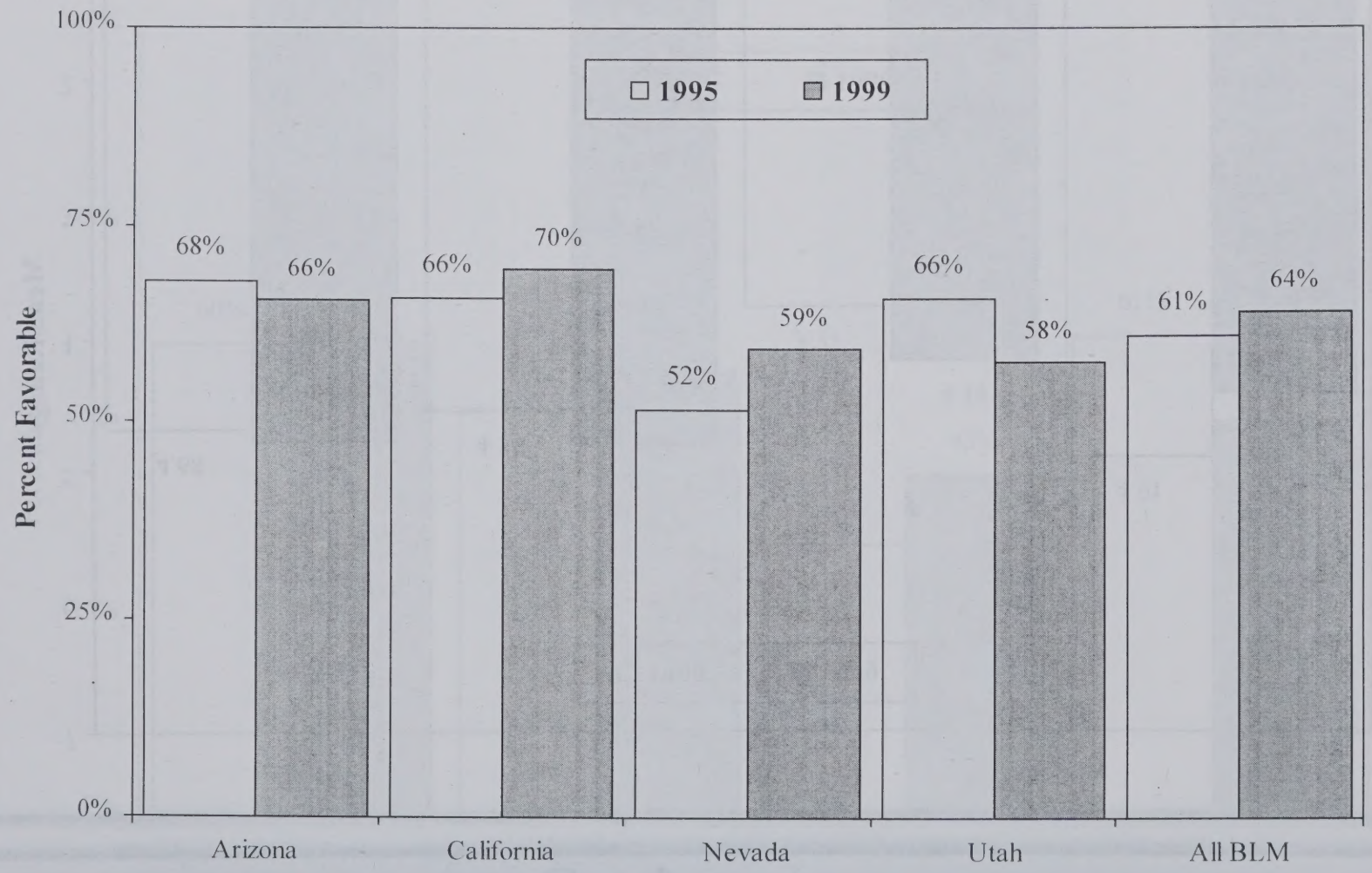
Recordation of Mining Claims Arena
Satisfaction Ratings by State



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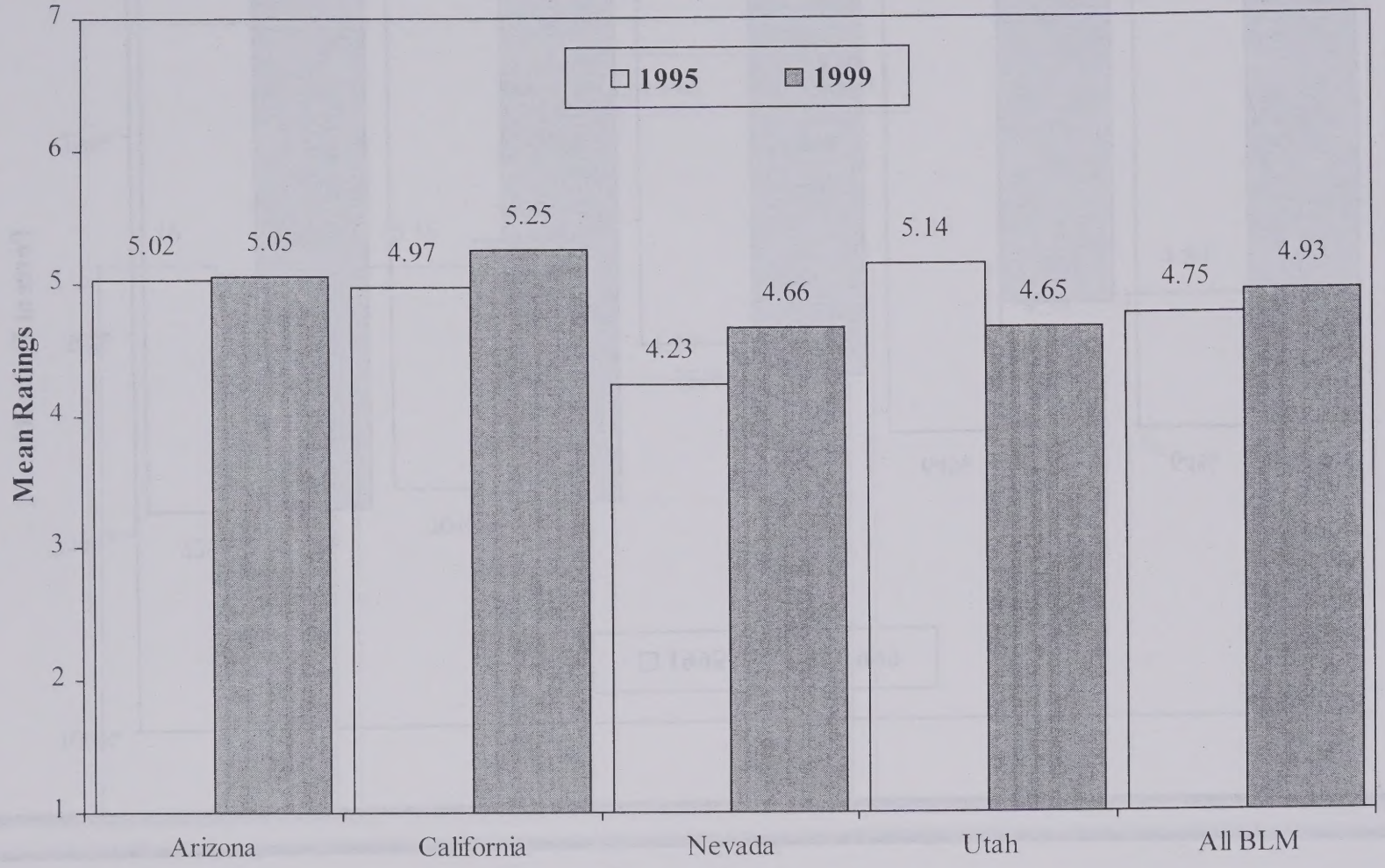
Recordation of Mining Claims Arena
Mean Ratings by State



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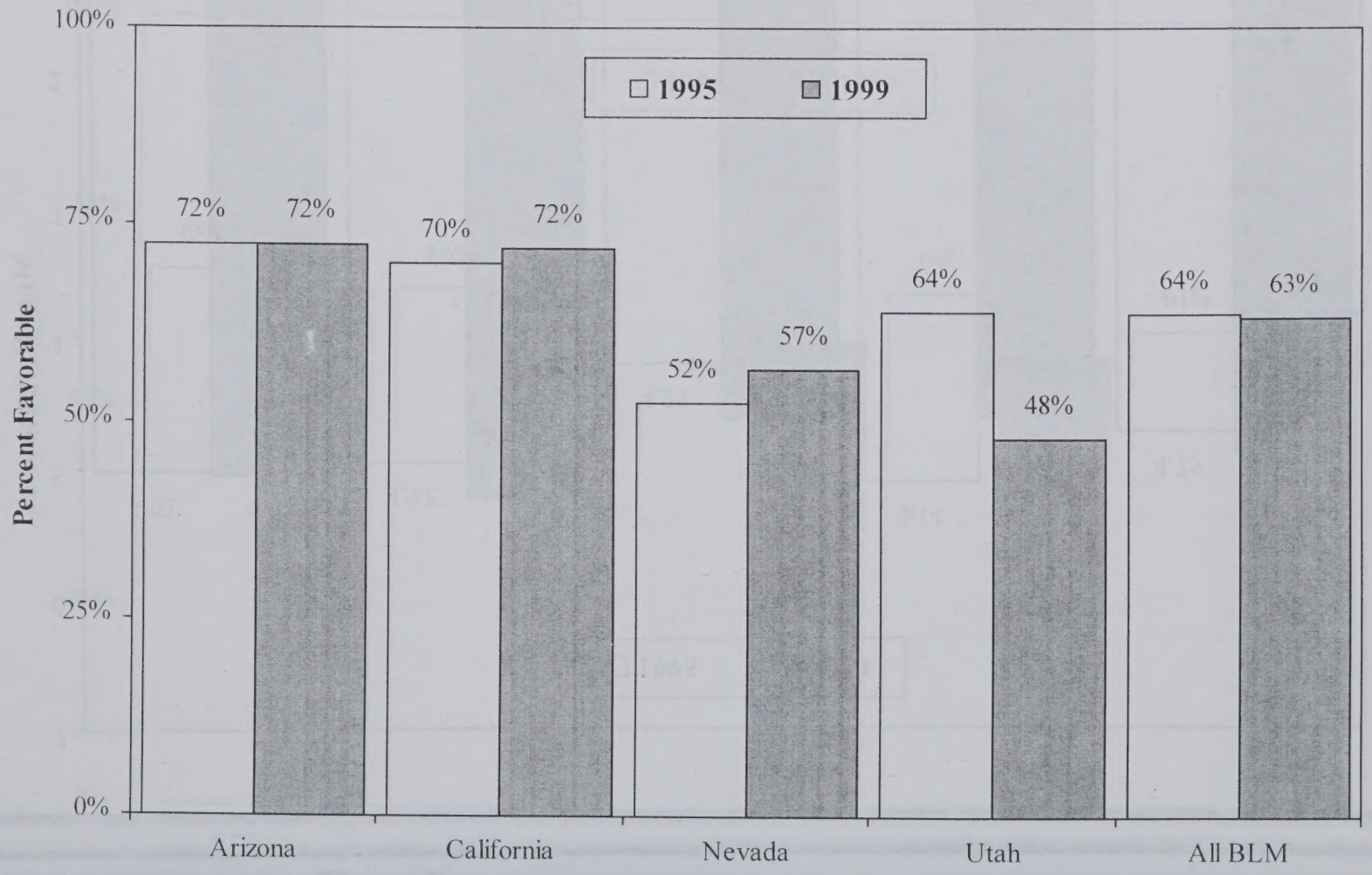
Service Delivery Arena
Satisfaction Ratings By State



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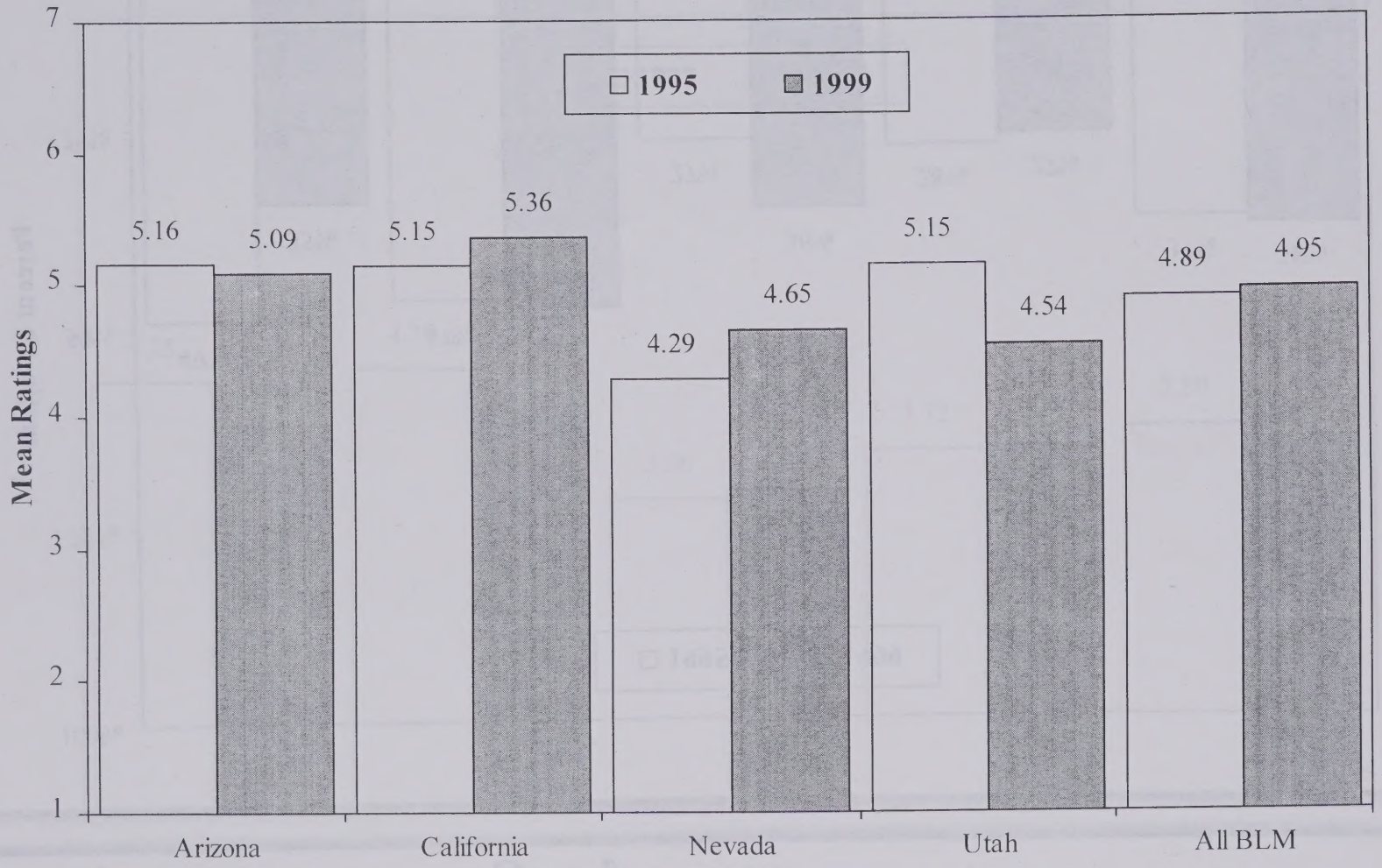
Service Delivery Arena
Mean Ratings by State



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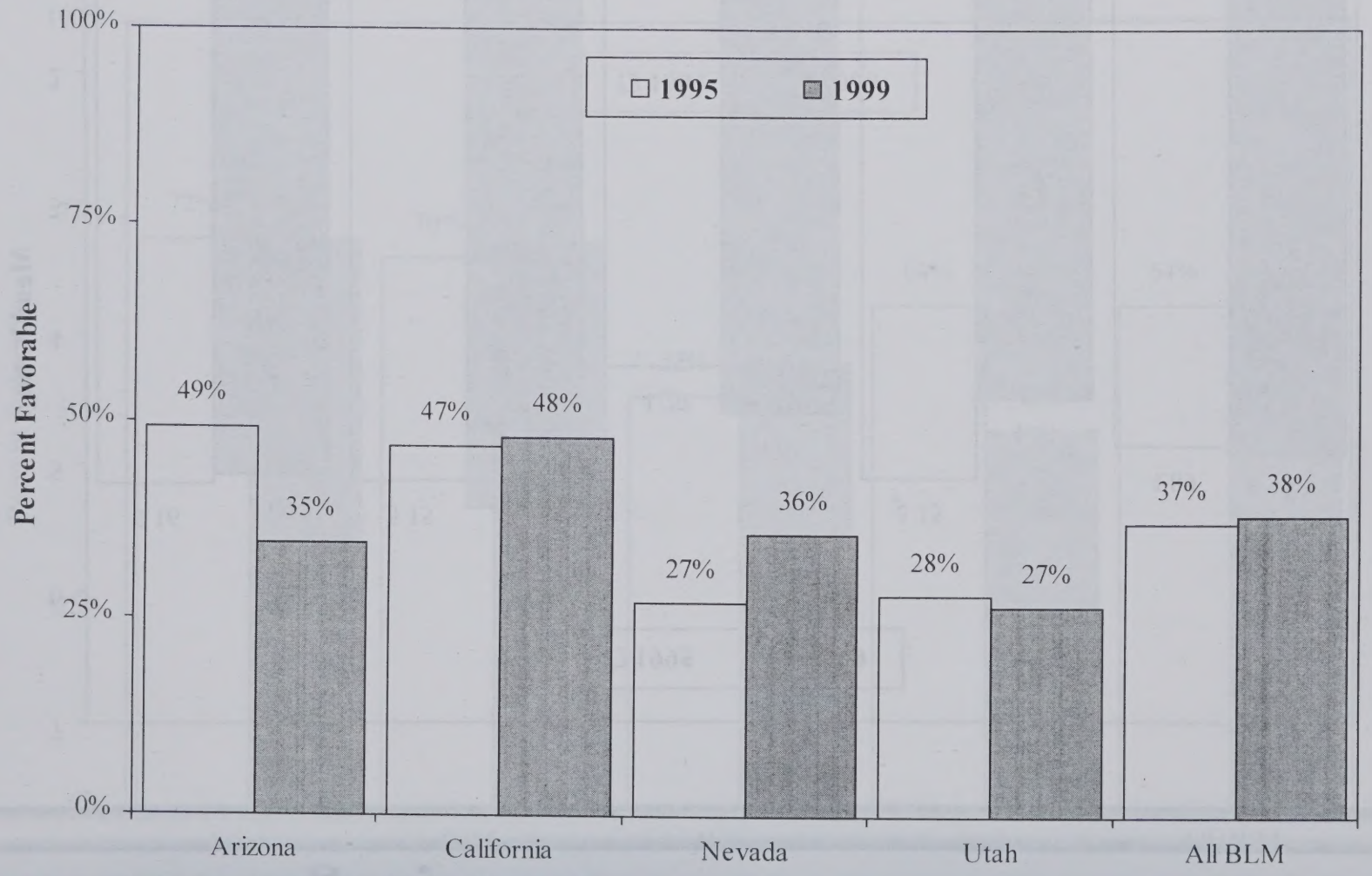
Rules, Regulations, and Policies Arena Satisfaction Ratings by State



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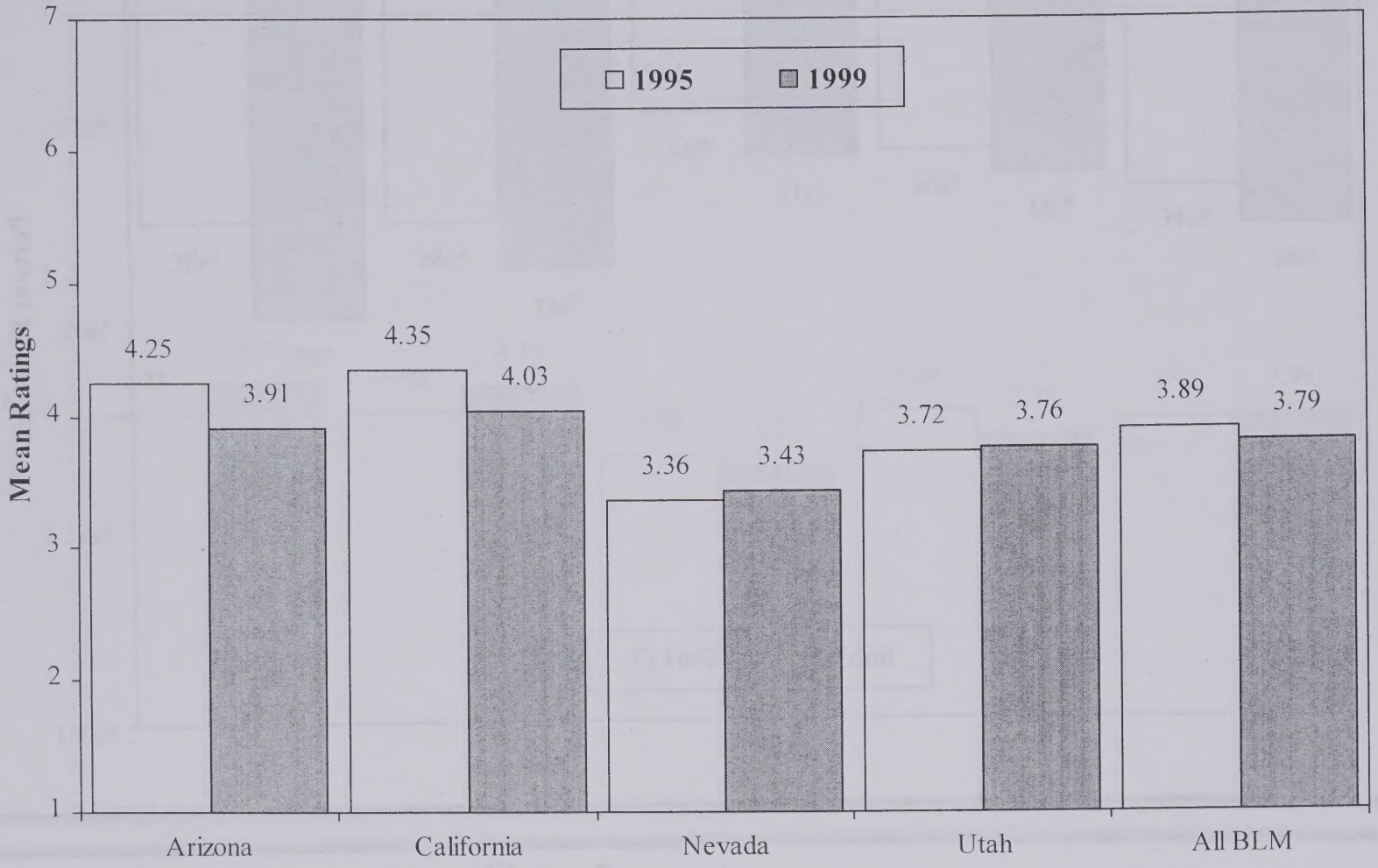
Rules, Regulations, and Policies Arena
Mean Ratings by State



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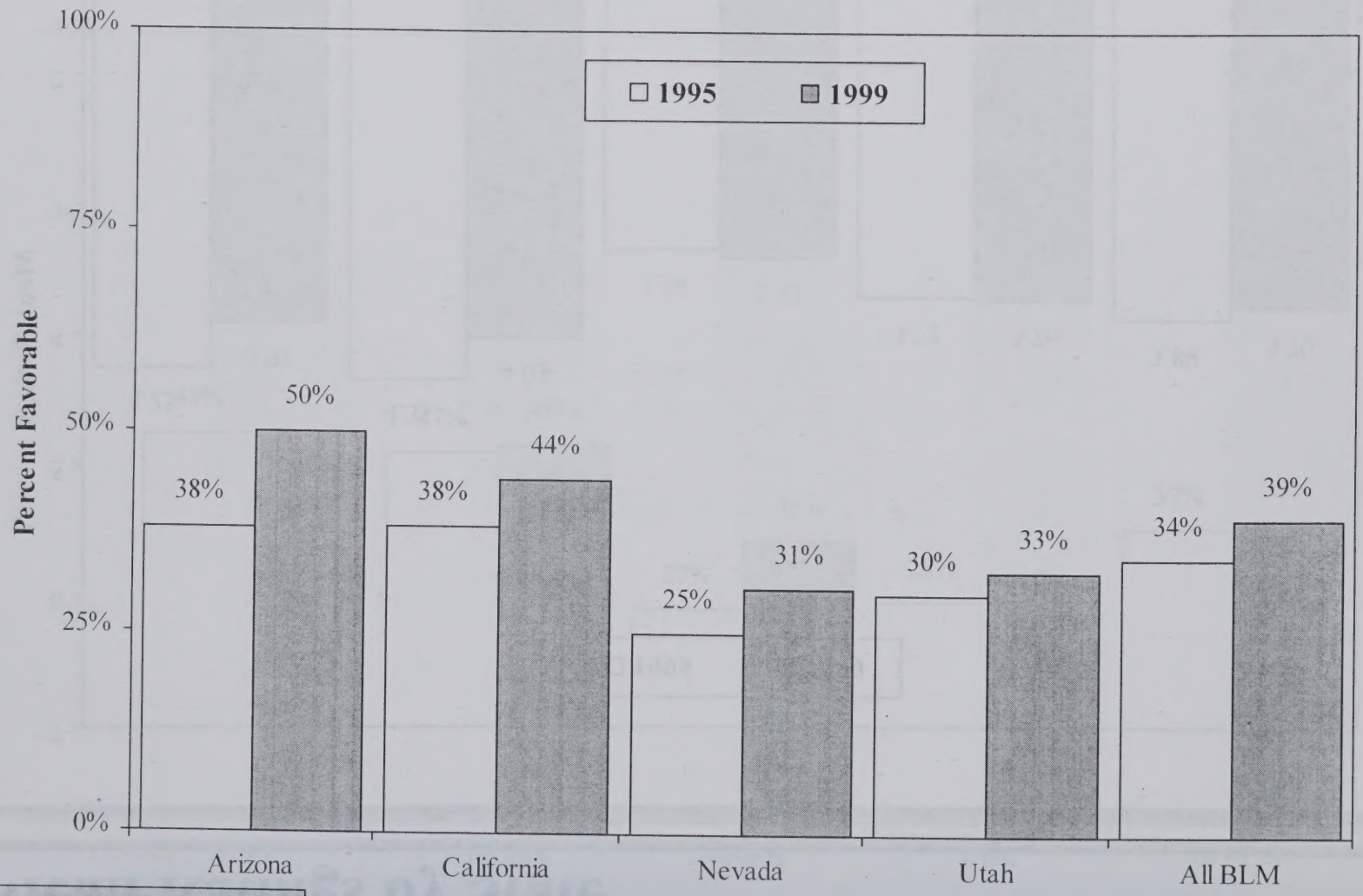
Communicating with the Public Arena
Satisfaction Ratings by State



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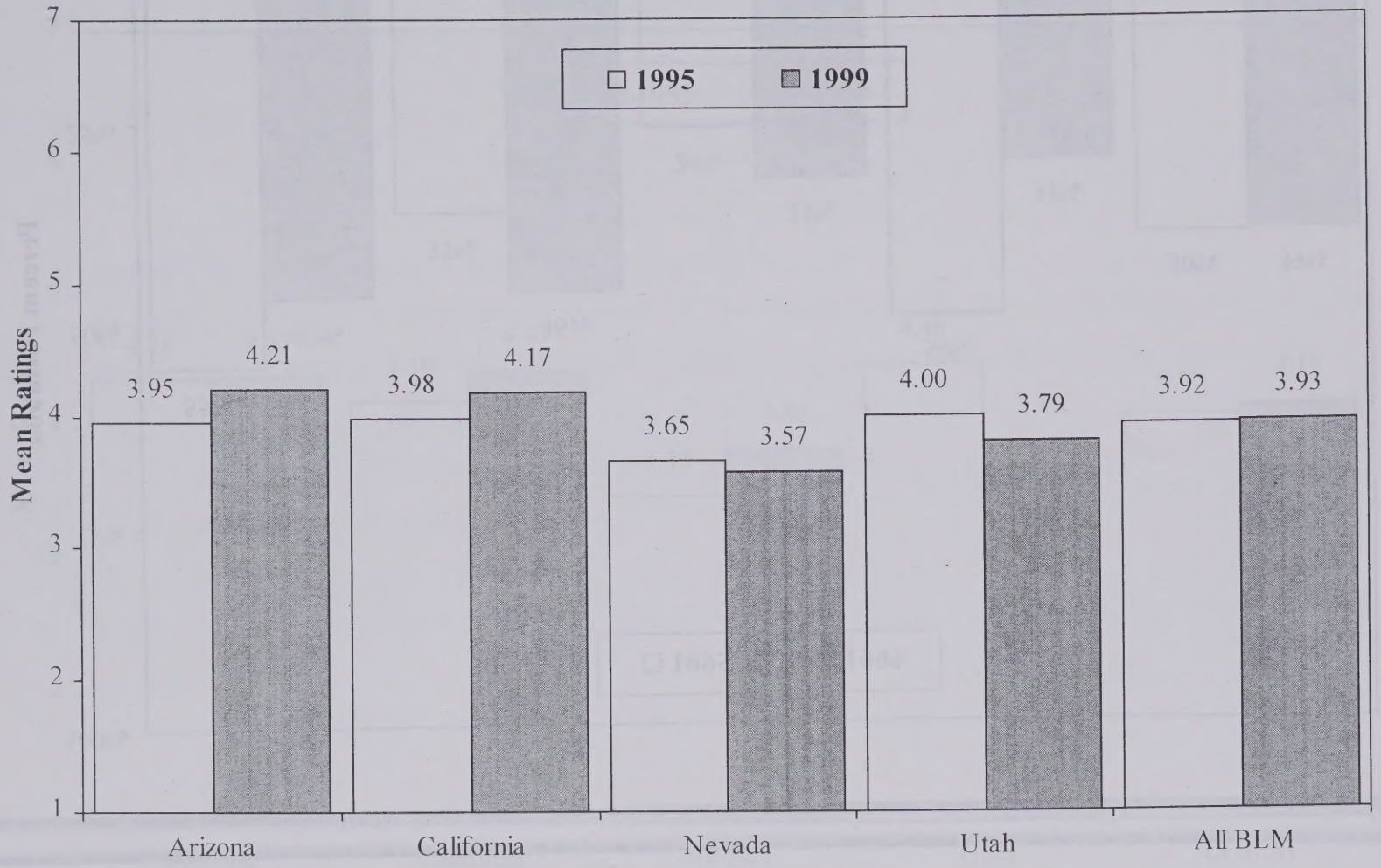
Communicating with the Public Arena
Mean Ratings by State



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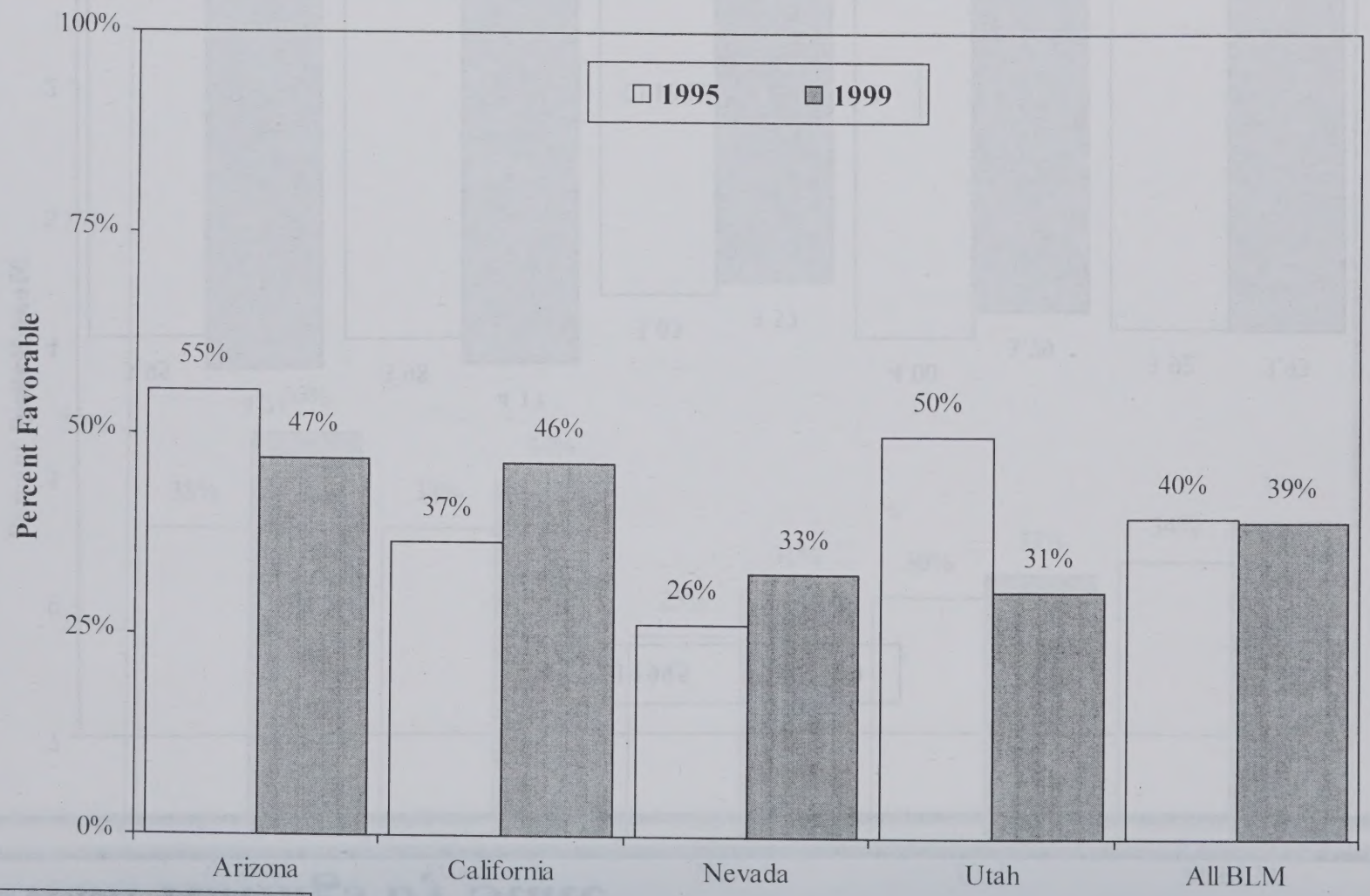
Internal Management Practices Arena Satisfaction Ratings by State



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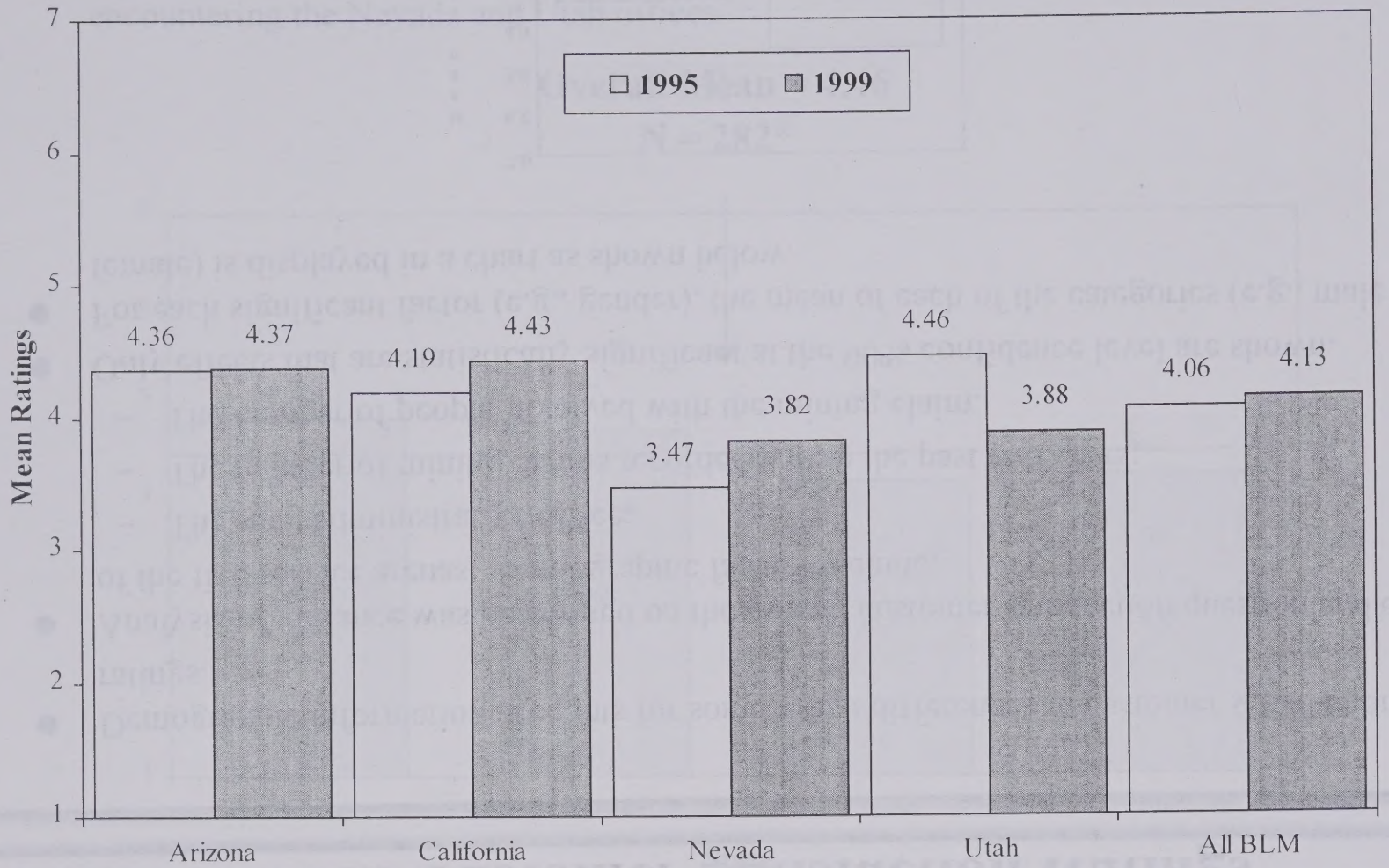
Internal Management Practices Arena
Mean Ratings by State



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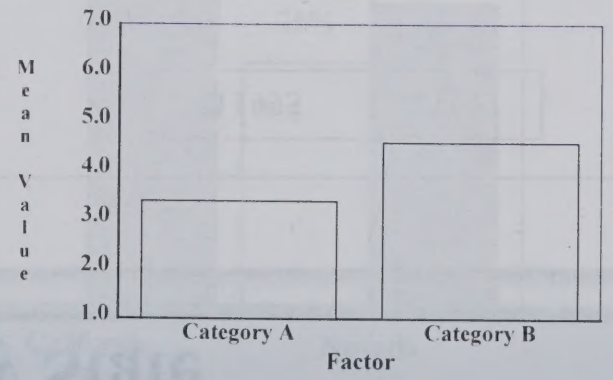
Demographic Information Is Used to Help Explain Differences in Customer Satisfaction Ratings

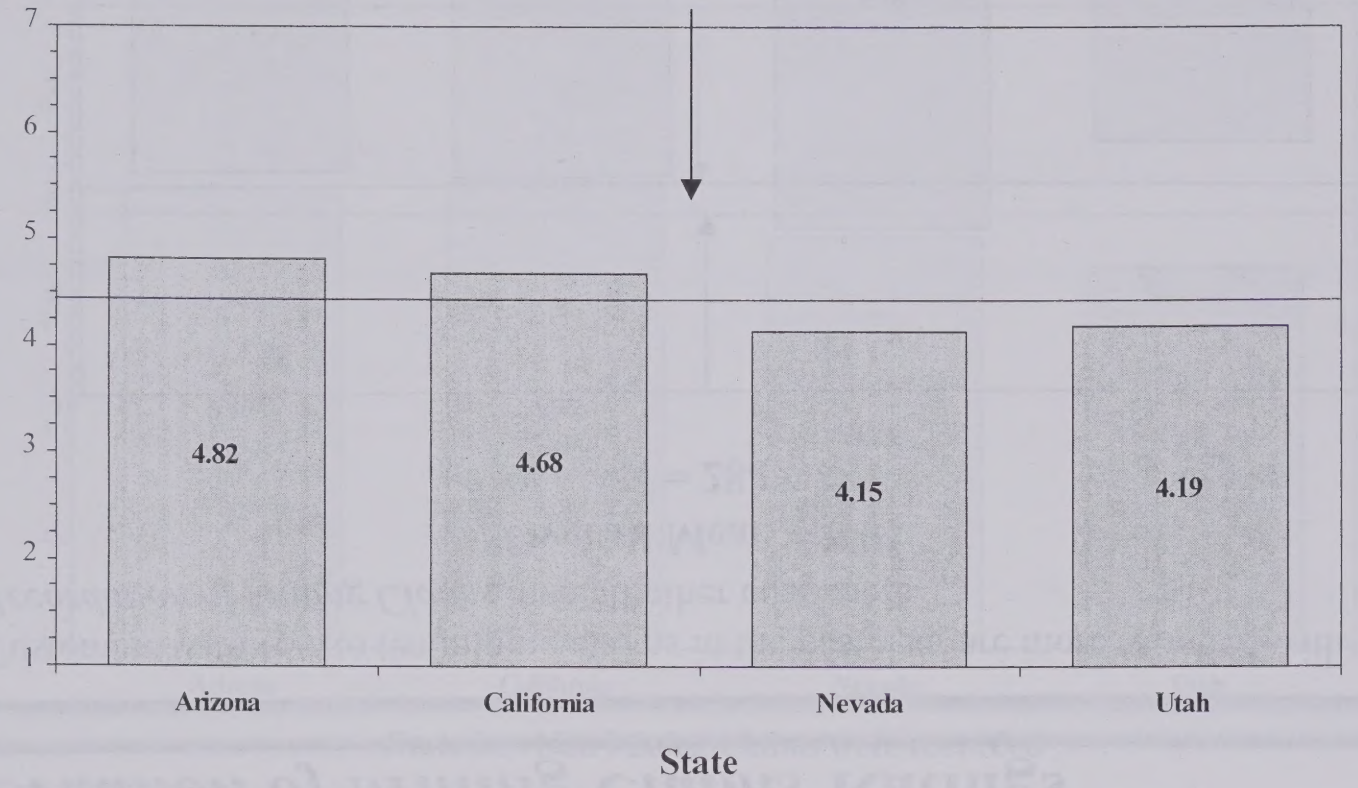
- Demographic information accounts for some of the differences in customer satisfaction ratings.
- Analysis of variance was performed on the overall customer satisfaction question and each of the five service arenas. Demographic factors include:
  - The state administrative office;
  - The number of mining claims recorded within the past two years;
  - The number of people involved with the mining claim.
- Only effects that are statistically significant at the 90% confidence level are shown.
- For each significant factor (e.g., gender), the mean of each of the categories (e.g., male or female) is displayed in a chart as shown below.



Significant Differences in Overall Satisfaction Ratings

- Customers encountering the Arizona and California offices are more satisfied than those encountering the Nevada and Utah offices.

Overall Mean = 4.46
N = 282*



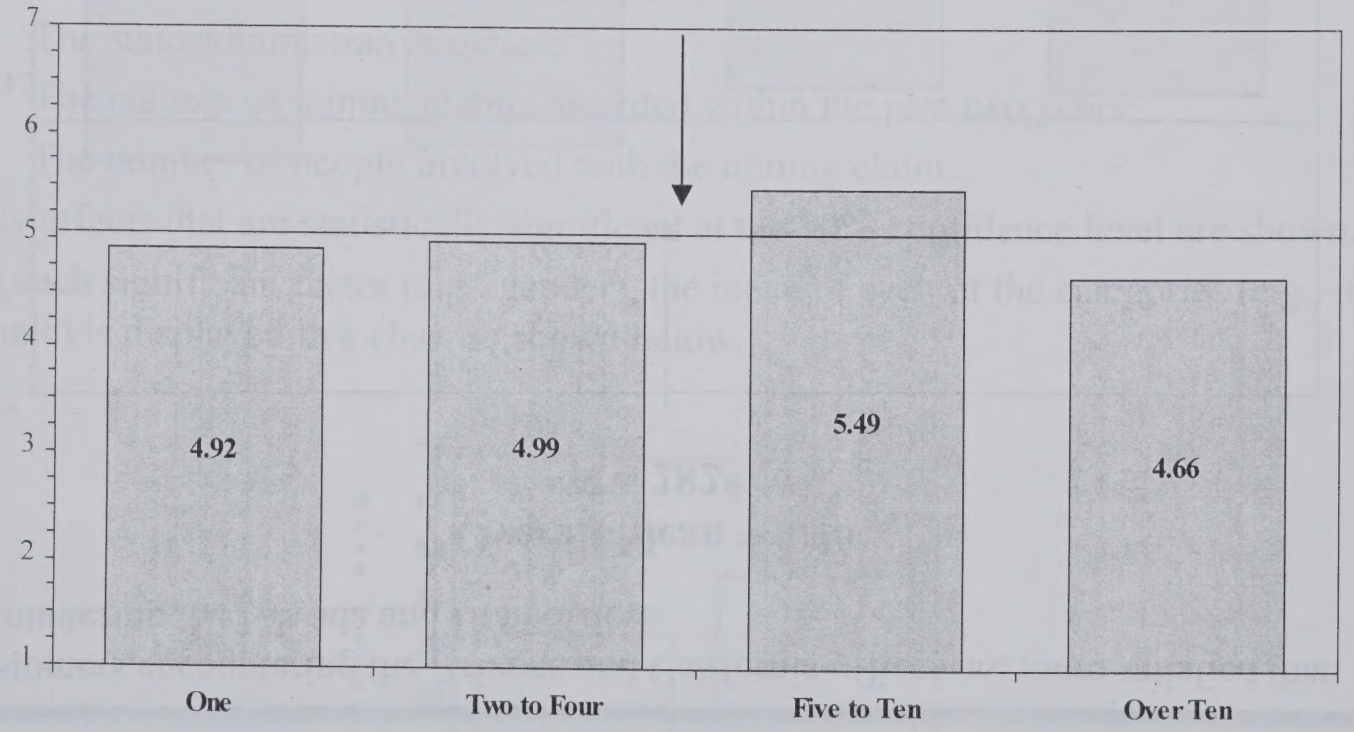
*Number of respondents who answered this question.

Significant Differences in *Recordation of Mining Claims* Ratings

- Customers with five to ten mining claims in the past year are more satisfied with *Recordation of Mining Claims* than all other customers.

Overall Mean = 5.01

N = 284*



Number of Mining Claims Recorded within the Past Two Years

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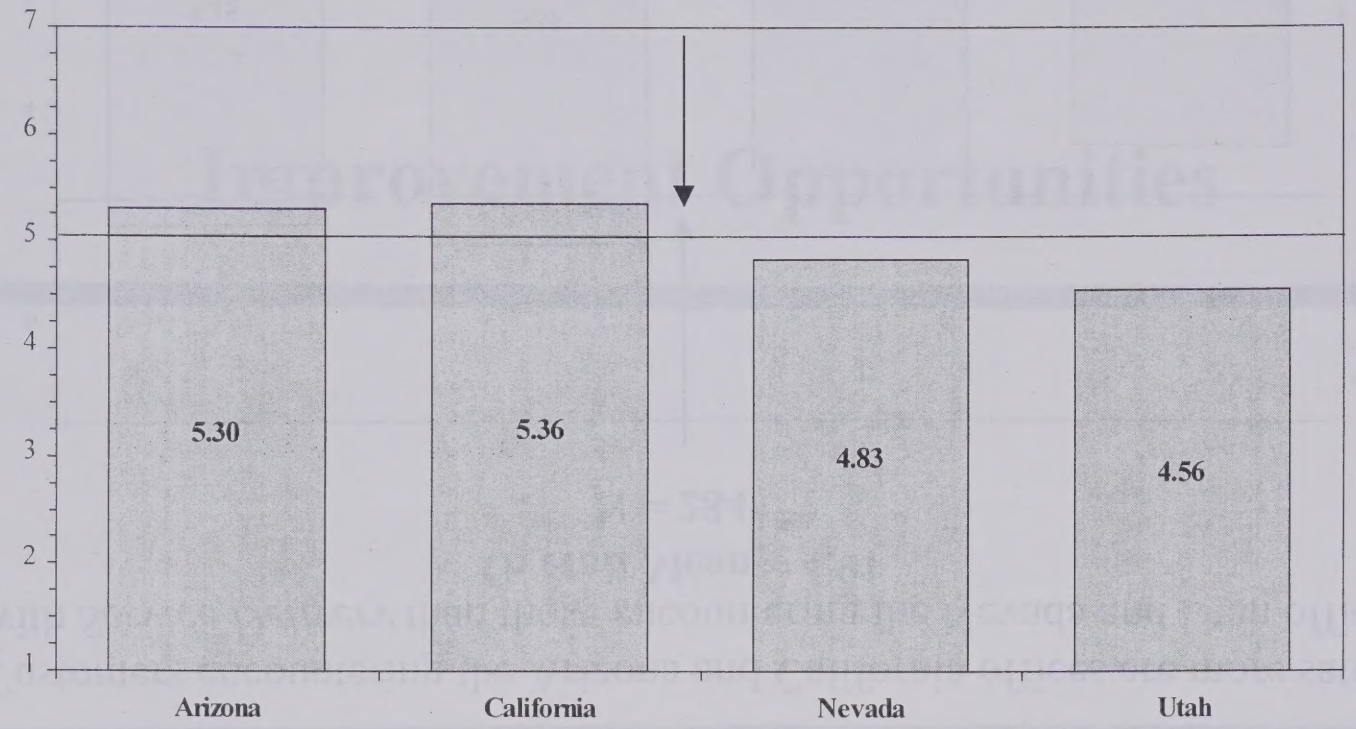
*Number of respondents who answered this question.

Significant Differences in *Recordation of Mining Claims* Ratings

- Customers encountering the Arizona and California offices are more satisfied with *Recordation of Mining Claims* than those encountering the Nevada and Utah offices.

Overall Mean = 5.01

N = 284*



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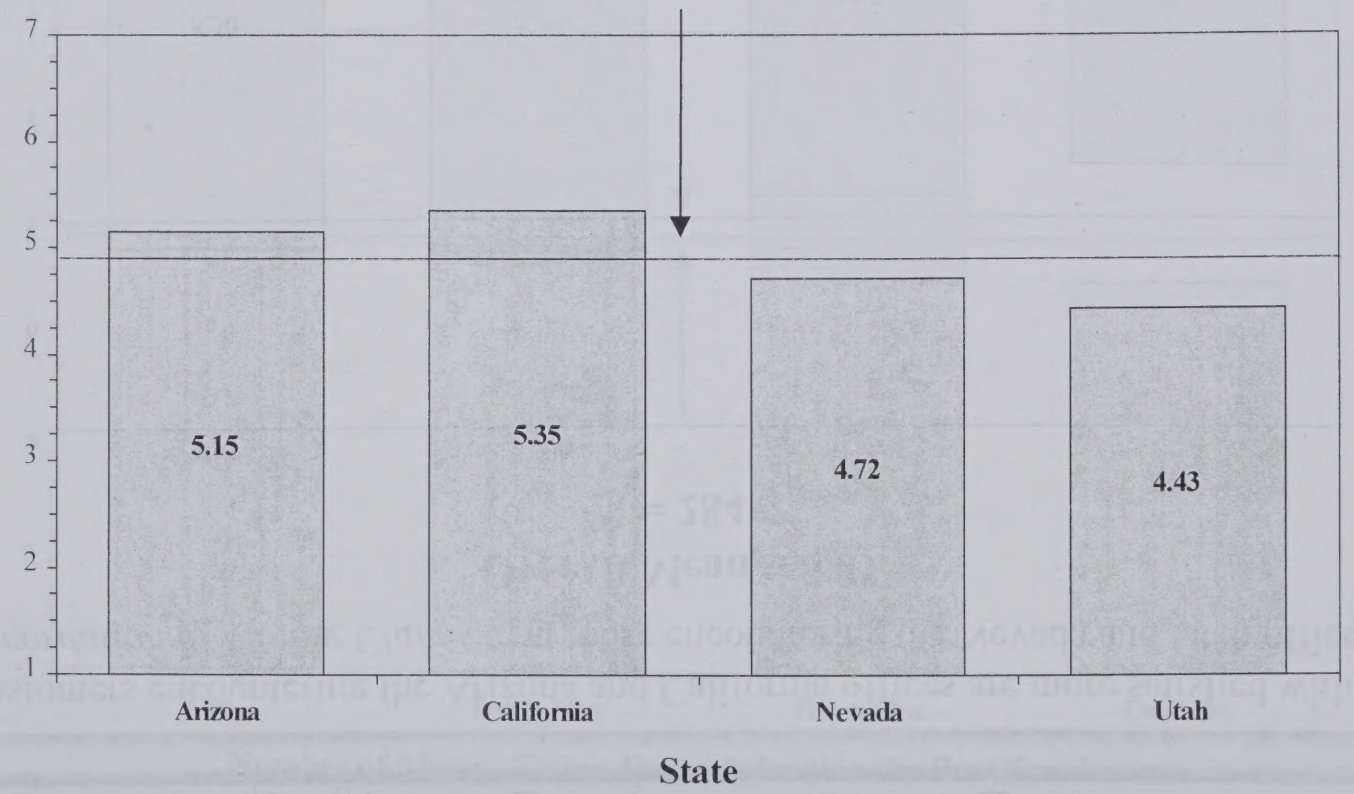
*Number of respondents who answered this question.

Significant Differences in *Service Delivery* Ratings

- Customers encountering the Arizona and California offices are more satisfied with *Service Delivery* than those encountering the Nevada and Utah offices.

Overall Mean = 4.91

N = 284*



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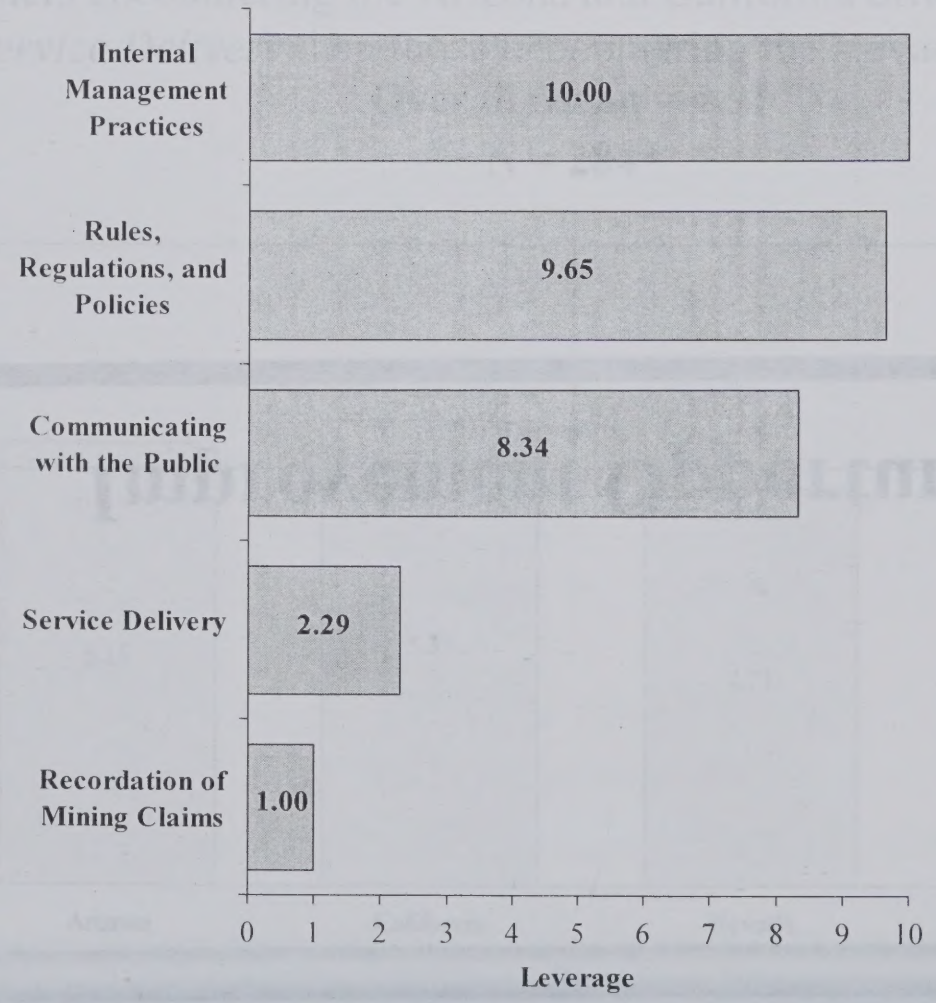
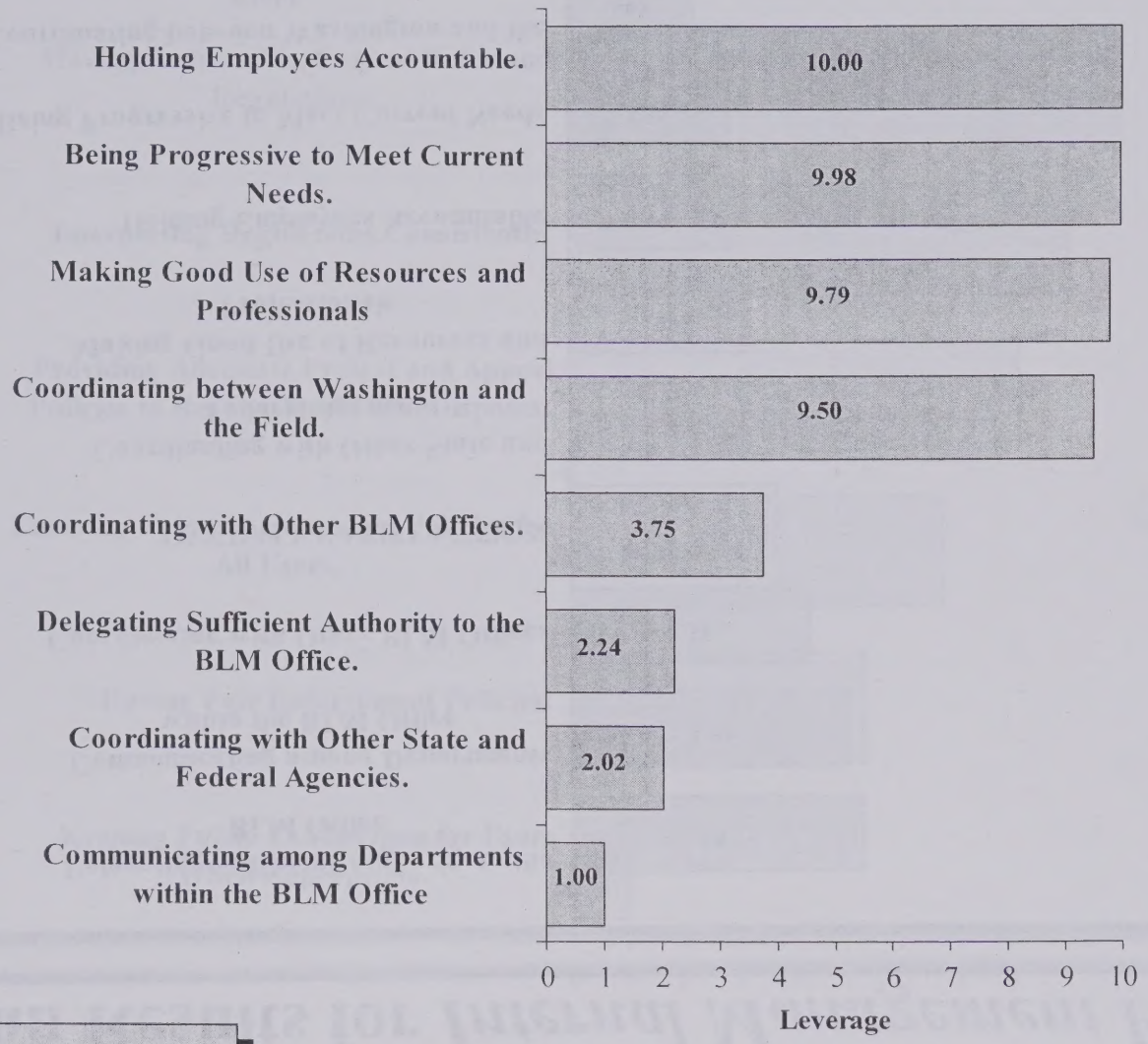
*Number of respondents who answered this question.

Improvement Opportunities

Arena-Level Leverage



Internal Management Practices Leverage



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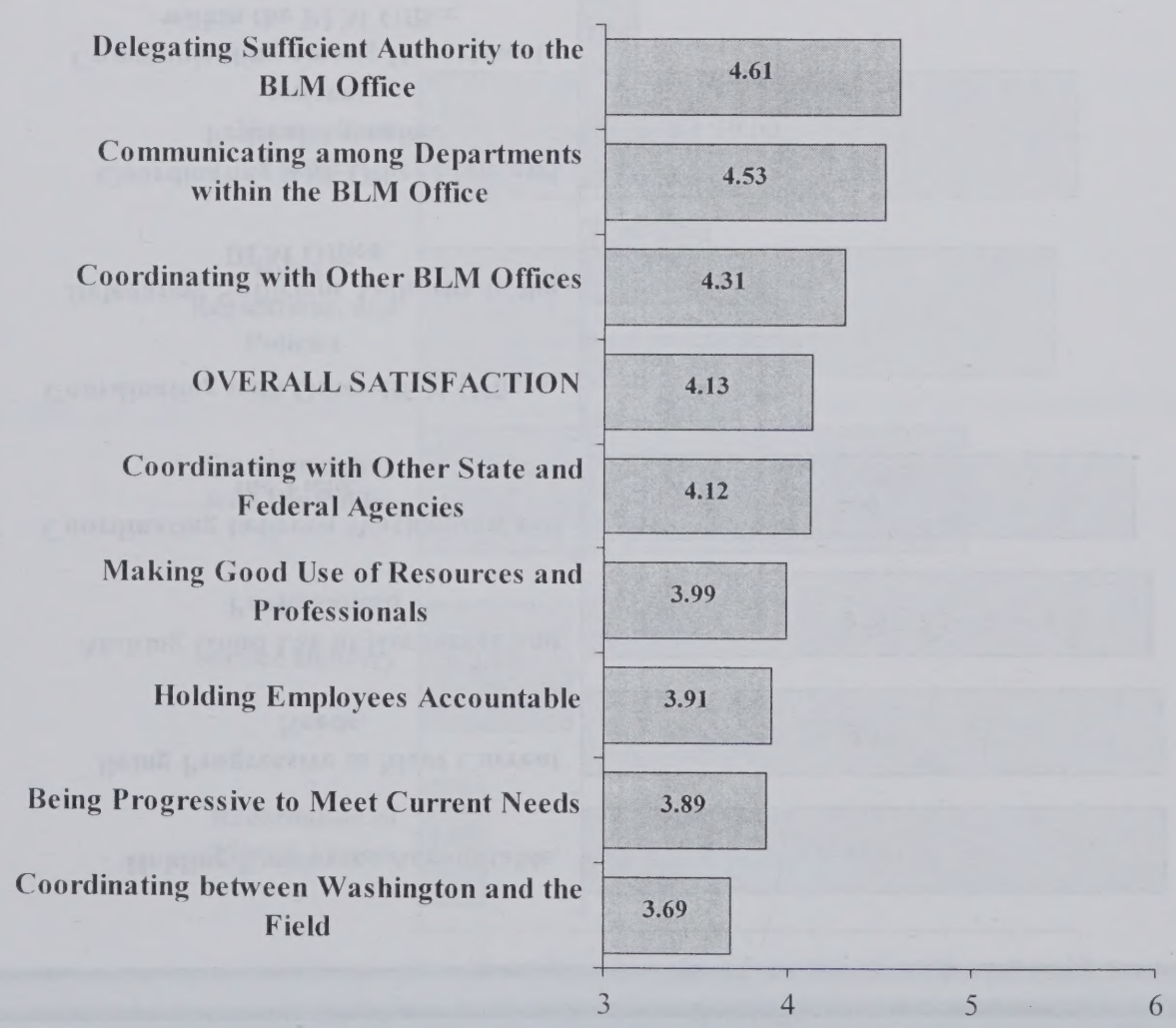
Mean Results for *Internal Management Practices*



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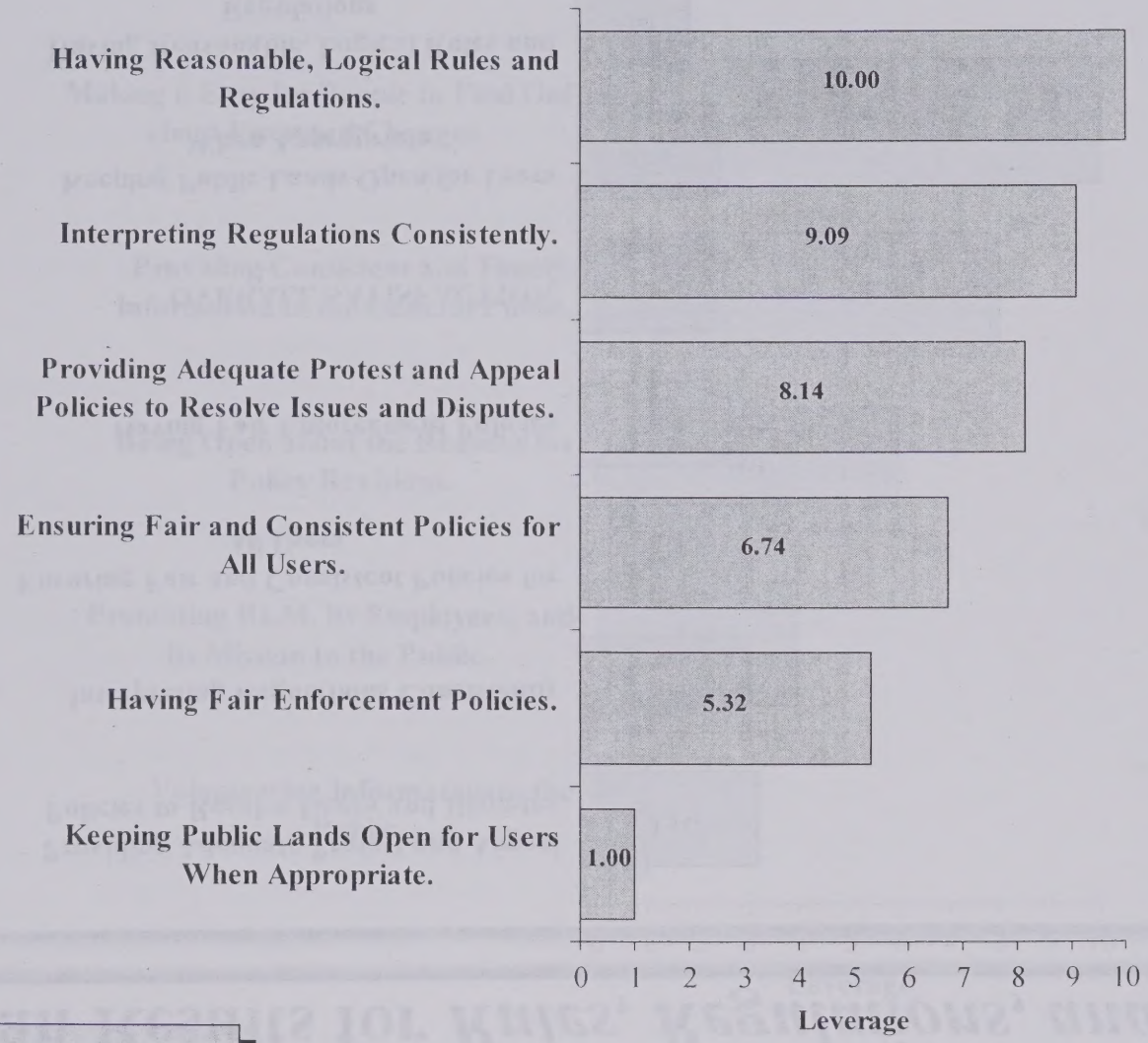
The survey used a seven-point scale, where 1 equals *Very Dissatisfied* and 7 equals *Very Satisfied.*

Rules, Regulations, and Policies Leverage


Having Reasonable, Logical Rules and Regulations.
10.00
Interpreting Regulations Consistently.
9.09
Providing Adequate Protest and Appeal Policies to Resolve Issues and Disputes.
8.14
Ensuring Fair and Consistent Policies for All Users.
6.74
Having Fair Enforcement Policies.
5.32
Keeping Public Lands Open for Users When Appropriate.
1.00
0 1 2 3 4 5 6 7 8 9 10
Leverage

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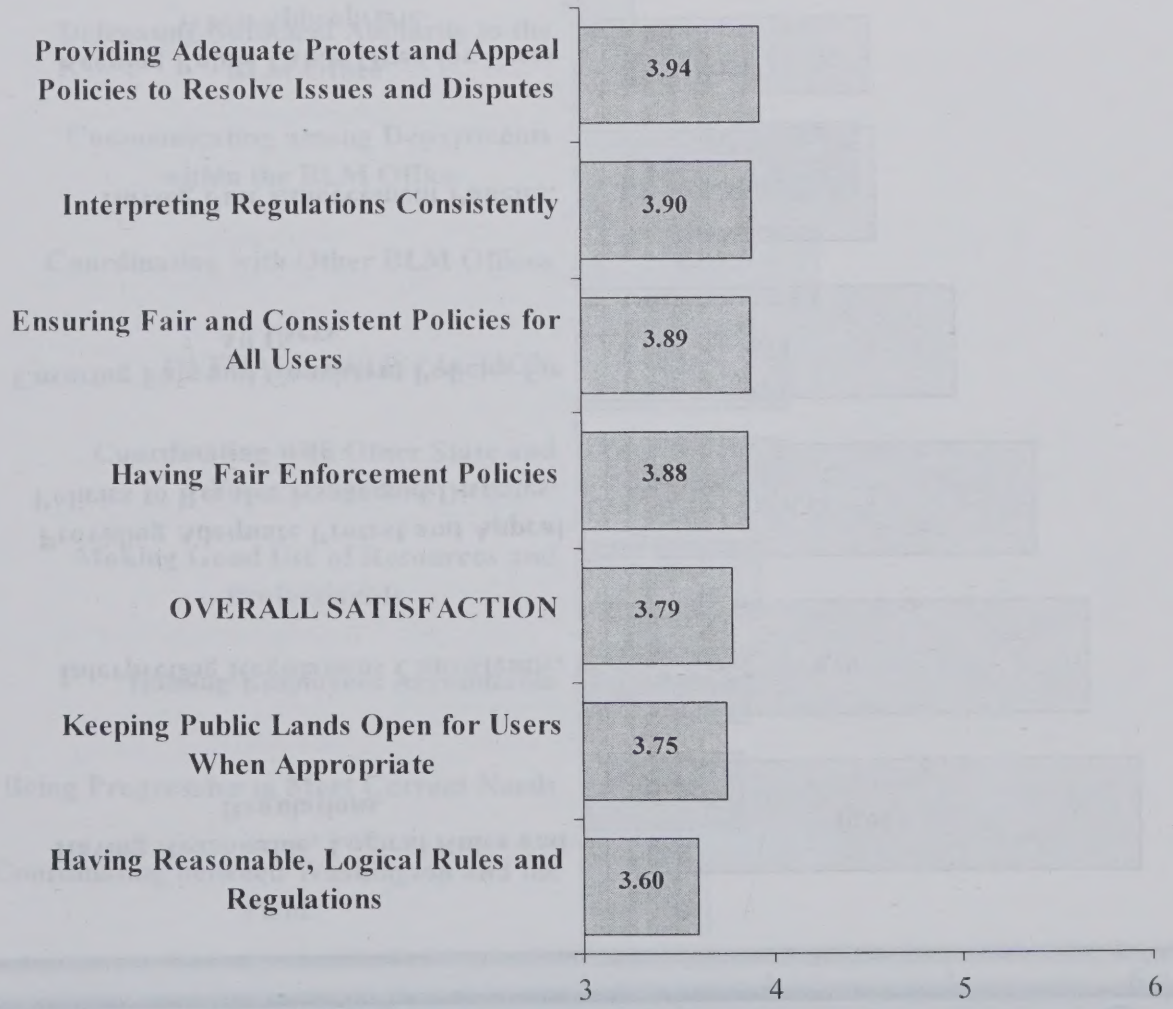
Mean Results for *Rules, Regulations, and Policies*



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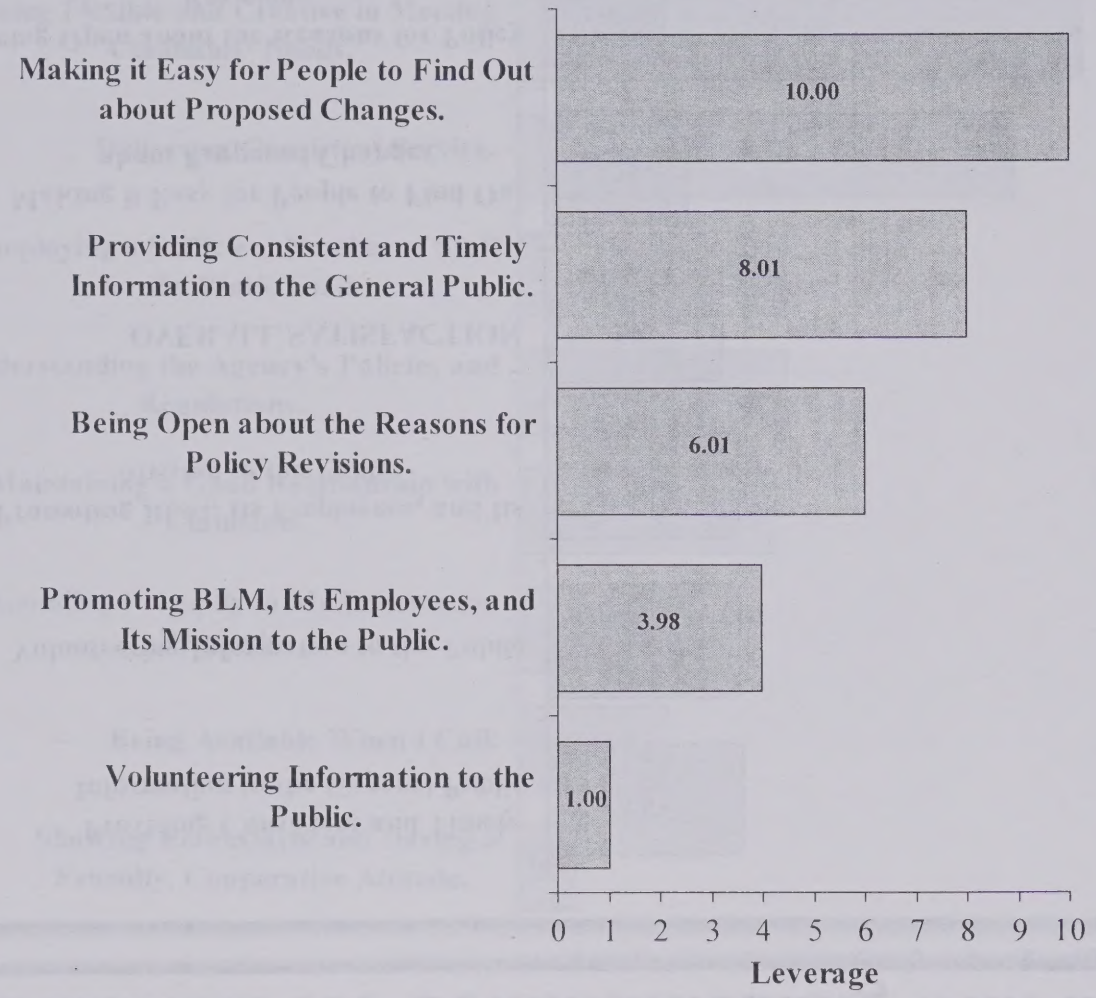
The survey used a seven-point scale, where 1 equals *Very Dissatisfied* and 7 equals *Very Satisfied.*

Communicating with the Public Leverage


Making it Easy for People to Find Out about Proposed Changes.
10.00
Providing Consistent and Timely Information to the General Public.
8.01
Being Open about the Reasons for Policy Revisions.
6.01
Promoting BLM, Its Employees, and Its Mission to the Public.
3.98
Volunteering Information to the Public.
1.00
0 1 2 3 4 5 6 7 8 9 10
Leverage

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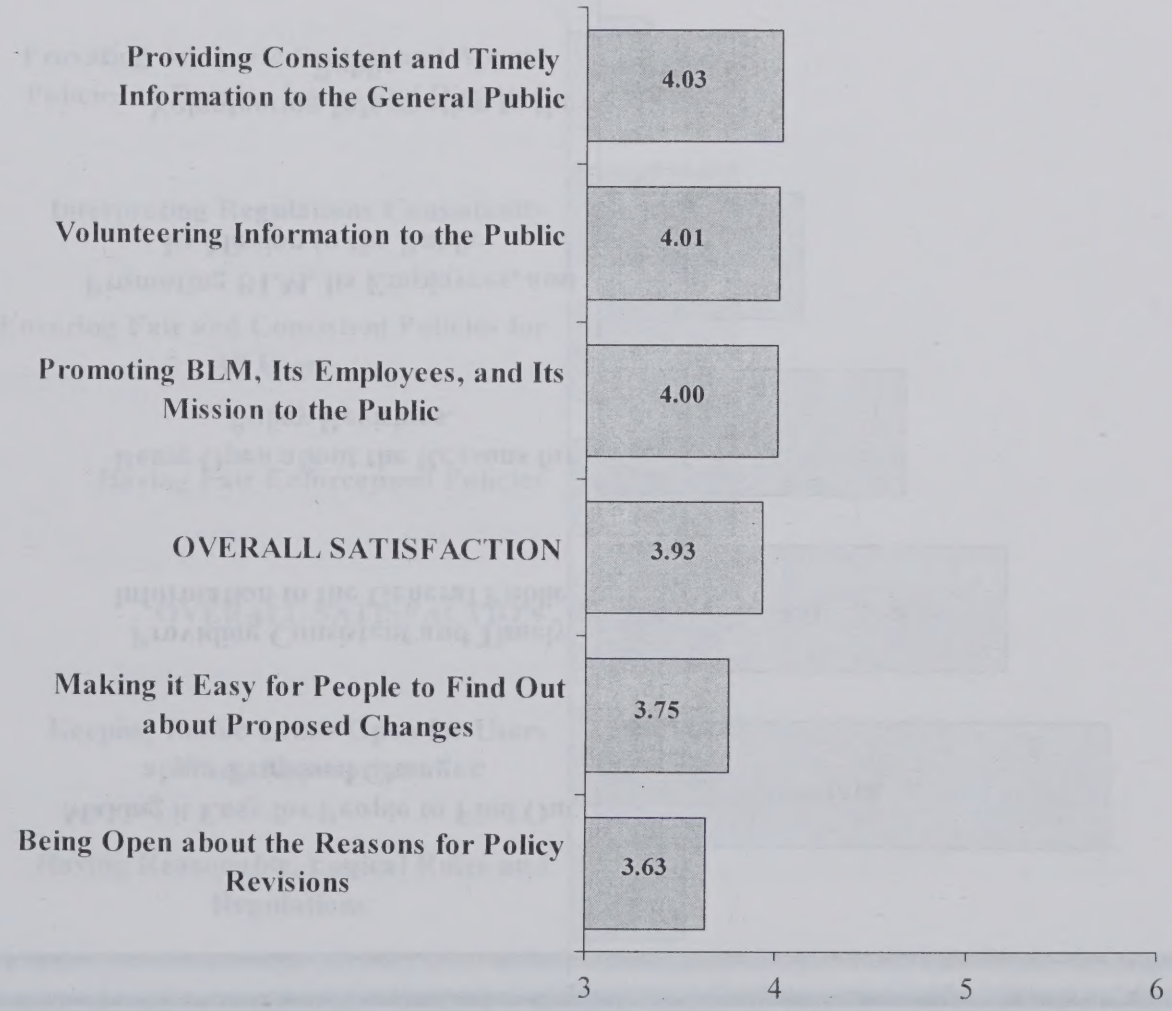
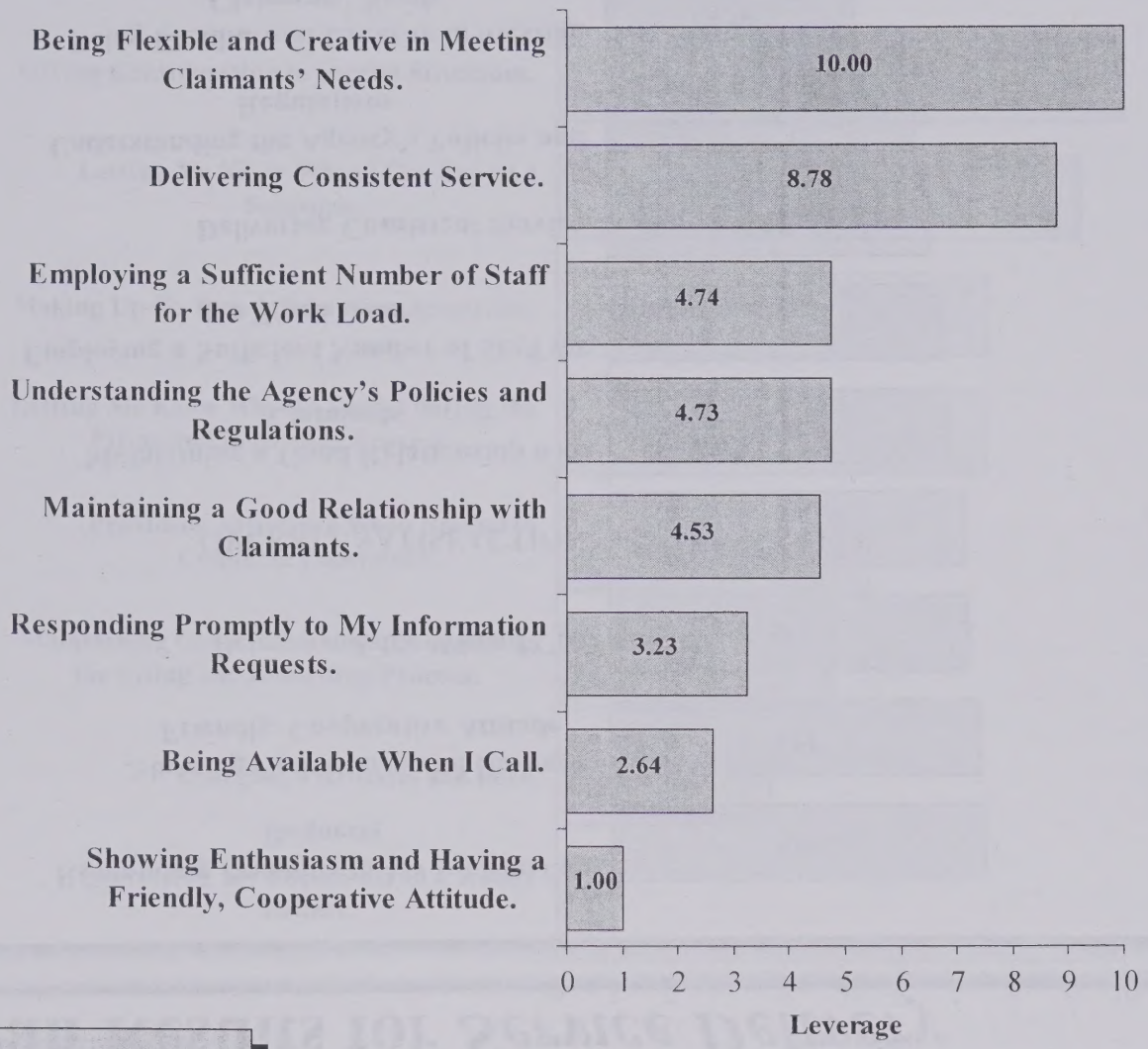
Mean Results for *Communicating with the Public*



Pacific Consulting Group

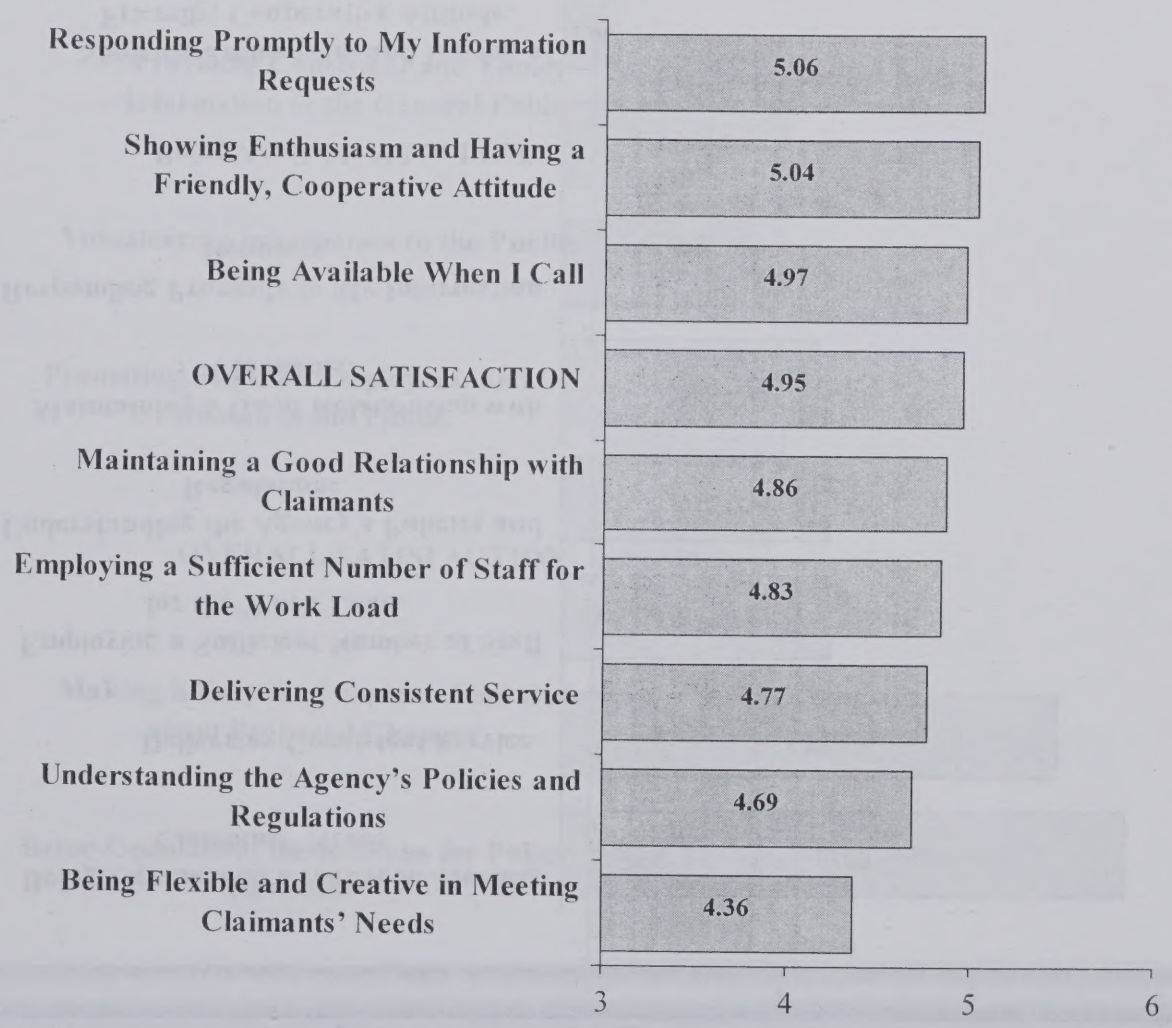
The survey used a seven-point scale, where 1 equals *Very Dissatisfied* and 7 equals *Very Satisfied.*

Service Delivery Leverage


Being Flexible and Creative in Meeting Claimants' Needs.
10.00
Delivering Consistent Service.
8.78
Employing a Sufficient Number of Staff for the Work Load.
4.74
Understanding the Agency's Policies and Regulations.
4.73
Maintaining a Good Relationship with Claimants.
4.53
Responding Promptly to My Information Requests.
3.23
Being Available When I Call.
2.64
Showing Enthusiasm and Having a Friendly, Cooperative Attitude.
1.00
0 1 2 3 4 5 6 7 8 9 10
Leverage

Pacific Consulting Group

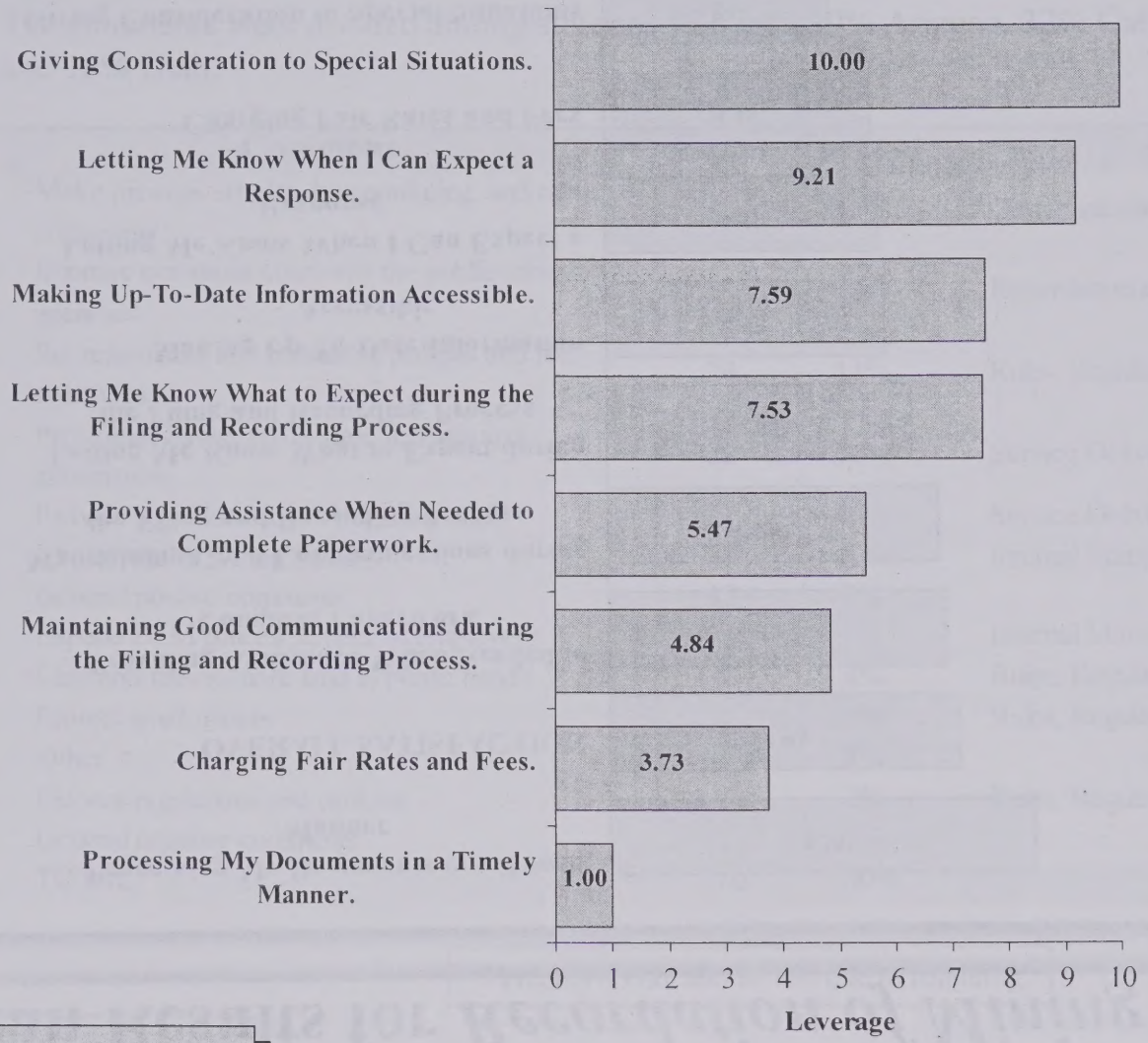
Mean Results for *Service Delivery*



Pacific Consulting Group

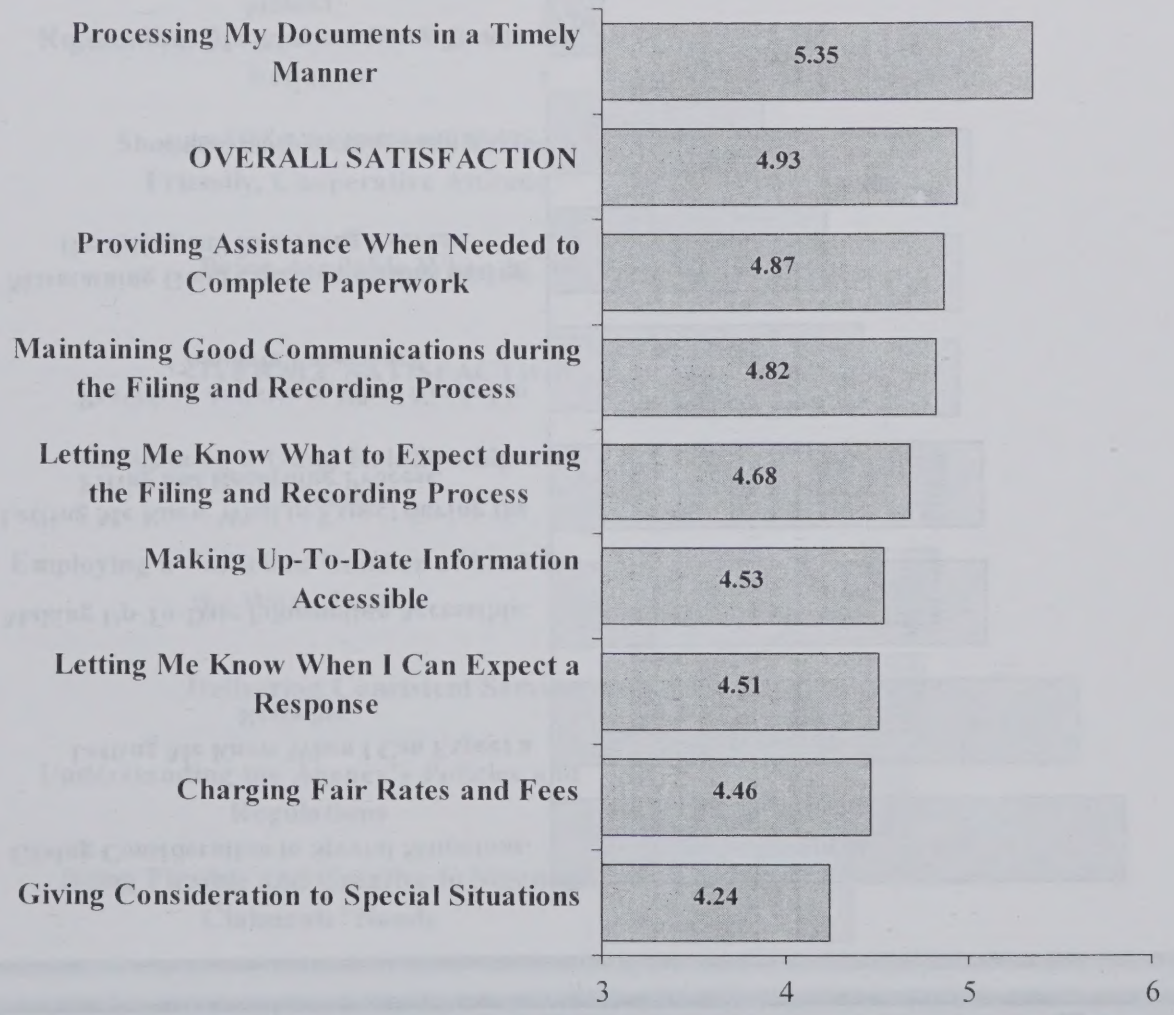
The survey used a seven-point scale, where 1 equals *Very Dissatisfied* and 7 equals *Very Satisfied.*

Recordation of Mining Claims Leverage


Giving Consideration to Special Situations.
10.00
Letting Me Know When I Can Expect a Response.
9.21
Making Up-To-Date Information Accessible.
7.59
Letting Me Know What to Expect during the Filing and Recording Process.
7.53
Providing Assistance When Needed to Complete Paperwork.
5.47
Maintaining Good Communications during the Filing and Recording Process.
4.84
Charging Fair Rates and Fees.
3.73
Processing My Documents in a Timely Manner.
1.00
0 1 2 3 4 5 6 7 8 9 10
Leverage

Pacific Consulting Group

Mean Results for *Recordation of Mining Claims*



Pacific Consulting Group

The survey used a seven-point scale, where 1 equals *Very Dissatisfied* and 7 equals *Very Satisfied.*

Respondents Made 210 Suggestions for Improvement

- 64% of customers made comments about improving services.
- The comments were divided among states as follows: 19% Arizona, 32% California, 32% Nevada, and 16% Utah.

Comment	Count	Percent	Arena
Make process simpler, less confusing, and more convenient	38	18%	Communicating with Public
Improve communication with the public/other agencies	27	13%	Recordation of Mining Claims
Set reasonable and consistent policies and fee structures	24	11%	Rules, Regulations, and Policies
Provide accurate, up-to-date records and information	22	11%	Service Delivery
Provide courteous, knowledgeable staff	21	10%	Service Delivery
Abolish the BLM/top officials	21	10%	Internal Management Practices
General postive comments	18	9%	
Expand BLM offices/number of employees	13	6%	Internal Management Practices
Less anti-mining/more land in public hands	8	4%	Rules, Regulations, and Policies
Protect small miners	8	4%	Rules, Regulations, and Policies
Other	5	2%	
Enforce regulations and policies	4	2%	Rules, Regulations, and Policies
General negative comments	1	1%	
TOTAL	210	100%	

*Percents do not add to 100 due to rounding.

Comments from BLM Mining Customers

- "Somehow the process seems too complicated and there is too much of a chance that an important step will be missed."
- "Making use of the Internet for current claim status and filing would help reduce the need for trips to the local BLM office. It would also aid prospectors who need to check current claims to avoid prospecting on already claimed land."
- "BLM documents, such as the ones for the notification process, are confusing, wordy, and unclear. I call the BLM each year to verify the process because I don't want to file it twice or incur late fees or penalties."
- "The BLM should simplify the rules and regulations language."
- "The BLM and all of the agencies involved with the BLM do not communicate with each other or with the claimants as a team. It is like trying to get a response from an answering machine recording and no one knows what the other is doing."
- "The BLM needs to keep itemized receipts. Their current method of keeping receipts is not legible."
- "Information that is needed to research mining claims, such as location, ownership, status, etc., should be available on the internet so research can be done without having to go to the BLM office and look for a hard copy."
- "Once a person has a claim, the BLM should put them on a mailing list to advise them of any changes or available information. The BLM is inconsistent and their printed material is out-dated."
- "The BLM changes the filing due date for recordation too many times. Pick a month and keep it."
- "The BLM does not have fair and consistent policies. The policy appears to be set at the district level, but this may be modified by unpublicized national policy by appointed administrators."

Appendix A:
Mining Claim Recordation Questionnaire

Appendix B:
Distributions by State for Each Question

Distributions by State for Each Question in the *Recordation of Mining Claims* Arena

Question	Mean Rating*	Arizona	California	Nevada	Utah	All BLM
Making Up-to-Date Information Accessible	1 - 4	39.7%	37.0%	48.4%	62.7%	45.1%
	Favorable	60.3%	63.0%	51.6%	37.3%	54.9%
Letting Me Know What to Expect during the Filing and Recording Process	1 - 4	40.4%	31.7%	46.9%	62.0%	43.2%
	Favorable	59.6%	68.3%	53.1%	38.0%	56.8%
Letting Me Know When I Can Expect a Response	1 - 4	42.9%	44.0%	54.7%	54.9%	49.0%
	Favorable	57.1%	56.0%	45.3%	45.1%	51.0%
Charging Fair Rates and Fees	1 - 4	36.2%	39.0%	53.6%	64.7%	46.8%
	Favorable	63.8%	61.0%	46.4%	35.3%	53.2%
Processing My Documents in a Timely Manner	1 - 4	24.6%	21.8%	30.2%	33.3%	26.5%
	Favorable	75.4%	78.2%	69.8%	66.7%	73.5%
Maintaining Good Communications during the Filing and Recording Process	1 - 4	36.4%	34.3%	46.1%	51.0%	40.9%
	Favorable	63.6%	65.7%	53.9%	49.0%	59.1%
Giving Consideration to Special Situations	1 - 4	50.9%	45.3%	59.3%	54.0%	52.5%
	Favorable	49.1%	54.7%	40.7%	46.0%	49.5%
Providing Assistance When Needed to Complete Paperwork	1 - 4	32.7%	28.9%	42.4%	58.0%	38.9%
	Favorable	67.3%	71.1%	57.6%	42.0%	61.1%
OVERALL SATISFACTION	1 - 4	34.5%	30.4%	40.6%	42.3%	36.2%
	Favorable	65.5%	69.6%	59.4%	57.7%	63.8%

Favorable ratings are those that were scored a 5, 6, or 7 on a 1 to 7 satisfaction scale.

Distributions by State for Each Question in the *Service Delivery* Arena

Question	Mean Rating*	Arizona	California	Nevada	Utah	All BLM
Showing Enthusiasm and Having a Friendly, Cooperative Attitude	1 - 4	29.8%	28.0%	35.4%	48.0%	34.2%
	Favorable	70.2%	72.0%	64.6%	52.0%	65.8%
Understanding the Agency's Policies and Regulations	1 - 4	35.7%	36.0%	47.9%	52.9%	42.6%
	Favorable	64.3%	64.0%	52.1%	47.1%	57.4%
Employing a Sufficient Number of Staff for the Work Load	1 - 4	41.1%	37.9%	42.6%	39.2%	40.3%
	Favorable	58.9%	62.1%	57.4%	60.8%	59.7%
Delivering Consistent Service	1 - 4	35.7%	36.4%	48.9%	54.9%	43.1%
	Favorable	64.3%	63.6%	51.1%	45.1%	56.9%
Maintaining a Good Relationship with Claimants	1 - 4	31.6%	35.4%	41.7%	52.0%	39.2%
	Favorable	68.4%	64.6%	58.3%	48.0%	60.8%
Being Flexible and Creative in Meeting Claimants' Needs	1 - 4	42.1%	43.8%	55.3%	54.9%	49.0%
	Favorable	57.9%	56.3%	44.7%	45.1%	51.0%
Being Available When I Call	1 - 4	33.3%	28.6%	41.1%	54.0%	37.9%
	Favorable	66.7%	71.4%	58.9%	46.0%	62.1%
Responding Promptly to My Information Requests	1 - 4	30.9%	23.2%	36.6%	51.0%	33.8%
	Favorable	69.1%	76.8%	63.4%	49.0%	66.2%
OVERALL SATISFACTION	1 - 4	27.6%	28.0%	43.3%	51.9%	36.7%
	Favorable	72.4%	72.0%	56.7%	48.1%	63.3%

Favorable ratings are those that were scored a 5, 6, or 7 on a 1 to 7 satisfaction scale.

Distributions by State for Each Question in the *Rules, Regulations, and Policies* Arena

Question	Mean Rating*	Arizona	California	Nevada	Utah	All BLM
Having Reasonable, Logical Rules and Regulations.	1 - 4	64.9%	57.0%	75.8%	75.0%	67.2%
	Favorable	35.1%	43.0%	24.2%	25.0%	32.8%
Having Fair Enforcement Policies.	1 - 4	58.9%	56.1%	66.3%	66.7%	61.5%
	Favorable	41.1%	43.9%	33.7%	33.3%	38.5%
Keeping Public Lands Open for Users When Appropriate.	1 - 4	50.0%	57.4%	67.7%	72.5%	62.0%
	Favorable	50.0%	42.6%	32.3%	27.5%	38.0%
Ensuring Fair and Consistent Policies for All Users.	1 - 4	54.4%	56.6%	63.0%	60.0%	58.6%
	Favorable	45.6%	43.4%	37.0%	40.0%	41.4%
Interpreting Regulations Consistently.	1 - 4	56.4%	53.1%	63.4%	66.7%	59.1%
	Favorable	43.6%	46.9%	36.6%	33.3%	40.9%
Providing Adequate Protest and Appeal Policies to Resolve Issues and Disputes.	1 - 4	63.0%	51.1%	61.5%	62.5%	58.5%
	Favorable	37.0%	48.9%	38.5%	37.5%	41.5%
OVERALL SATISFACTION	1 - 4	65.5%	52.0%	64.2%	73.5%	61.8%
	Favorable	34.5%	48.0%	35.8%	26.5%	38.2%

Favorable ratings are those that were scored a 5, 6, or 7 on a 1 to 7 satisfaction scale.

Distributions by State for Each Question in the *Communicating with the Public* Arena

Question	Mean Rating*	Arizona	California	Nevada	Utah	All BLM
Volunteering Information to the Public.	1 - 4	43.9%	56.6%	64.9%	57.7%	56.9%
	Favorable	56.1%	43.4%	35.1%	42.3%	43.1%
Providing Consistent and Timely Information to the General Public.	1 - 4	49.1%	53.5%	64.9%	63.5%	57.8%
	Favorable	50.9%	46.5%	35.1%	36.5%	42.2%
Making it Easy for People to Find Out about Proposed Changes.	1 - 4	54.4%	56.6%	74.5%	69.2%	64.1%
	Favorable	45.6%	43.4%	25.5%	30.8%	35.9%
Being Open about the Reasons for Policy Revisions.	1 - 4	59.6%	57.6%	76.1%	70.6%	65.7%
	Favorable	40.4%	42.4%	23.9%	29.4%	34.3%
Promoting BLM, Its Employees, and Its Mission to the Public.	1 - 4	54.4%	50.5%	68.9%	60.8%	58.9%
	Favorable	45.6%	49.5%	31.1%	39.2%	41.1%
OVERALL SATISFACTION	1 - 4	50.0%	55.9%	69.5%	67.3%	60.8%
	Favorable	50.0%	44.1%	30.5%	32.7%	39.2%

Favorable ratings are those that were scored a 5, 6, or 7 on a 1 to 7 satisfaction scale.

Distributions by State for Each Question in the *Internal Management Practices* Arena

Question	Mean Rating*	Arizona	California	Nevada	Utah	All BLM
Communicating among Departments within the BLM Office.	1 - 4	40.8%	46.4%	56.2%	59.2%	50.9%
	Favorable	59.2%	53.6%	43.8%	40.8%	49.1%
Coordinating with Other BLM Offices.	1 - 4	53.3%	50.0%	62.8%	60.4%	56.8%
	Favorable	46.7%	50.0%	37.2%	39.6%	43.2%
Coordinating with Other State and Federal Agencies.	1 - 4	55.6%	52.7%	64.7%	63.0%	59.1%
	Favorable	44.4%	47.3%	35.3%	37.0%	40.9%
Coordinating between Washington and the Field.	1 - 4	68.2%	59.2%	75.6%	68.1%	67.7%
	Favorable	31.8%	40.8%	24.4%	31.9%	32.3%
Delegating Sufficient Authority to the BLM Office.	1 - 4	42.6%	42.3%	54.0%	49.0%	47.2%
	Favorable	57.4%	57.7%	46.0%	51.0%	52.8%
Holding Employees Accountable.	1 - 4	57.8%	58.3%	65.1%	75.0%	63.3%
	Favorable	42.2%	41.7%	34.9%	25.0%	36.7%
Making Good Use of Resources and Professionals	1 - 4	56.5%	52.8%	72.0%	69.4%	62.8%
	Favorable	43.5%	47.2%	28.0%	30.6%	37.2%
Being Progressive to Meet Current Needs.	1 - 4	58.3%	58.2%	72.9%	71.4%	65.3%
	Favorable	41.7%	41.8%	27.1%	28.6%	34.7%
OVERALL SATISFACTION	1 - 4	53.1%	53.6%	67.4%	69.4%	60.7%
	Favorable	46.9%	46.4%	32.6%	30.6%	39.3%

Favorable ratings are those that were scored a 5, 6, or 7 on a 1 to 7 satisfaction scale.

Appendix C:
Mean Ratings by State for Each Question

Mean Ratings by State for Each Question in the *Recordation of Mining Claims* Arena

Question	Arizona	California	Nevada	Utah
Making Up-to-Date Information Accessible	4.59	5.07	4.12	4.10
Letting Me Know What to Expect during the Filing and Recording Process	4.75	5.19	4.40	4.14
Letting Me Know When I Can Expect a Response	4.66	4.83	4.18	4.35
Charging Fair Rates and Fees	4.83	4.87	3.97	4.08
Processing My Documents in a Timely Manner	5.39	5.55	5.11	5.27
Maintaining Good Communications during the Filing and Recording Process	4.89	5.06	4.62	4.57
Giving Consideration to Special Situations	4.35	4.61	3.86	4.12
Providing Assistance When Needed to Complete Paperwork	5.07	5.22	4.63	4.44
OVERALL SATISFACTION	5.05	5.25	4.66	4.65

Mean Ratings by State for Each Question in the *Service Delivery* Arena

Question	Arizona	California	Nevada	Utah
Showing Enthusiasm and Having a Friendly, Cooperative Attitude	5.14	5.39	4.85	4.56
Understanding the Agency's Policies and Regulations	4.79	5.11	4.30	4.45
Employing a Sufficient Number of Staff for the Work Load	4.73	5.11	4.68	4.76
Delivering Consistent Service	4.91	5.20	4.47	4.25
Maintaining a Good Relationship with Claimants	5.02	5.13	4.66	4.50
Being Flexible and Creative in Meeting Claimants' Needs	4.44	4.69	4.14	4.08
Being Available When I Call	5.07	5.36	4.81	4.44
Responding Promptly to My Information Requests	5.07	5.47	4.84	4.65
OVERALL SATISFACTION	5.09	5.36	4.65	4.54

Mean Ratings by State for Each Question in the *Rules, Regulations, and Policies* Arena

Question	Arizona	California	Nevada	Utah
Having Reasonable, Logical Rules and Regulations.	3.65	4.01	3.21	3.40
Having Fair Enforcement Policies.	4.09	4.12	3.51	3.76
Keeping Public Lands Open for Users When Appropriate.	4.36	3.90	3.46	3.33
Ensuring Fair and Consistent Policies for All Users.	4.11	4.06	3.58	3.80
Interpreting Regulations Consistently.	4.16	4.21	3.42	3.88
Providing Adequate Protest and Appeal Policies to Resolve Issues and Disputes.	4.04	4.15	3.69	3.83
OVERALL SATISFACTION	3.91	4.03	3.43	3.76

Mean Ratings by State for Each Question in the *Communicating with the Public* Arena

Question	Arizona	California	Nevada	Utah
Volunteering Information to the Public.	4.47	4.05	3.77	3.85
Providing Consistent and Timely Information to the General Public.	4.37	4.17	3.76	3.83
Making it Easy for People to Find Out about Proposed Changes.	4.11	3.98	3.43	3.50
Being Open about the Reasons for Policy Revisions.	4.16	3.85	3.21	3.37
Promoting BLM, Its Employees, and Its Mission to the Public.	4.09	4.33	3.71	3.84
OVERALL SATISFACTION	4.21	4.17	3.57	3.79